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PERSONNEL JOURNAL

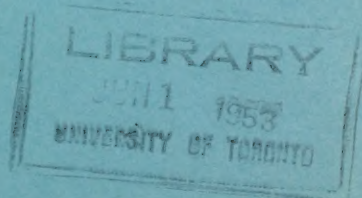
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Samuel L. H. Burk

Careers in Personnel and Industrial Relations

Those who know Sam Burk can appreciate how much those who don't know him have missed. For a number of years Sam has been Director of Industrial Relations for Pittsburgh Plate Glass Company. Here he has had a wide variety of policy and operating problems as a member of a strong organization. Sam came well-fortified by a varied experience in general personnel administration, labor relations and the technical side of personnel administration.

A side-light on Sam's character is indicated by the fact that, of his many good stories, not a few employ Sam himself as the "victim." I don't know anyone who can extract more fun from his own experience. Get Sam to tell you the story of his first job, or the time he used plaster of paris instead of a soothing ointment.

It is a source of satisfaction that I have long been identified with Sam as co-author—with Gene Bengé—of "The Manual of Job Evaluation." Sam's career in personnel administration sets a good example for all and, in addition, he is good company under all circumstances.

Ned Hay

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

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Number 1

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

MAY

- 15-16 Houston, Texas. Rice Hotel
Southwest Area. Industrial Relations Conference. C. H. Winston, Secretary, 1600 Louisiana, Houston, Texas.
- 17-18-19-20 Cleveland, Ohio. Hotel Carter
National Industrial Recreation Assn. Annual Conference. John W. Fulton, Executive Secretary, 203 North Wabash Ave., Chicago 1, Ill.
- 20-21 Detroit, Mich. Rackham Educational Memorial Building.
Detroit Chapter—Society for Advancement of Management. Fifth Annual Management Clinic. Jack E. Steinhelper, Publicity, % Nash-Kelvinator Corporation, 14250 Plymouth Road, Detroit 32, Mich.

JUNE

- 2-3 Washington, D. C. Hotel Statler.
Society For Personnel Administration. Annual Conference. P.O. Box 266, Washington 4, D. C.
- 21-July 3 Pasadena, Calif.
California Institute of Technology. Sixth Annual Conference. Personnel Administration & Managerial Development. Robert D. Gray, Director, California Institute of Technology, Industrial Relations Section, 1201 East California, Pasadena, Calif.

JULY

- 19-22 East Lansing, Mich. Michigan State College.
College and University Personnel Association. Annual Conference. Donald E. Dickason, Executive Secretary, 809 South Wright Street, Champaign, Ill.

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Editor to Reader:-

MANAGEMENT DEVELOPMENT PROGRAMS are all the rage. The term management development is an improvement over the older phrase, supervisory training. So far as I know, it means the same thing, since very few training directors are plying their trade in the ranks of presidents and vice-presidents.

Regardless of the name by which it is called, it is true that improving management skills at all levels is an extremely important matter. I get around a great deal among management people, particularly those at the top, and I am continually being struck by the lack of skill in the performance of management responsibilities. Important as it is to help management people learn more about management, it is necessary to recognize that management is not just common sense. By the same token, improving management is not just a matter of talking about management.

The human mind is a complex mechanism which is affected greatly by the emotional makeup of each individual. The higher we go in management the more important it is that the manager has a high degree of skill in his relations with other people. Unfortunately not every one is blessed with an inclination to deal gently with others. Definitely, some executives have a lot to learn about human relations tools.

The performance of executives is affected by their underlying drives, interests, attitudes, abilities and by many other things. What we need therefore in the development and execution of management improvement programs is the help of the psychologist. This doesn't mean just any psychologist, but in particular the psychologist who has not only a knowledge of industry but who also is quite expert

in understanding peoples' minds and how they work—and why. I would say that no high-level training or development program can be as successful without the help of a psychologist as it could be with it.

We have carried stories on training by a number of psychologists, which have been found helpful by a good many readers, judging by their comments. Among the authors are Nathaniel Cantor and Eugene Jennings. The latter authored an article in this issue—one of an outstanding series. Before you embark on any important training or development program, especially if it is to be at high level, see what help you can get from a psychologist who has studied the learning process.

THE SUPREME COURT HAS RULED that a State has the right to pass a law for the purpose of protecting citizens who wish to work. Seven of the nine Supreme Court justices recently upheld the constitutionality of Virginia's "Right-to-Work" law, which declares that denial of work on account of membership or non-membership in a union is contrary to public policy.

The Fifth and Fourteenth Amendments provide that "no person shall . . . be deprived of life, liberty, or property without due process of law," and "no State shall . . . abridge the privileges and immunities of citizens." Arthur Krock, in his column "In the Nation" which appears frequently in the New York Times, after calling attention to this decision said, "In numerous cases the Supreme Court has held that this covers the right to enter into and carry out contracts in respect to one's property and private affairs. But of late years state and local governments and the police authorities have permitted, and often even protected, union picketing at struck plants that effected the plain pur-

pose of preventing any citizens from contracting to work or working therein."

Under the same date, March 17, 1953, a correspondent for the New York Times, Joseph A. Loftus, wrote a story of this Supreme Court decision. It seems that the building trades unions of AFL picketed a school construction project, and a Richmond Court issued an injunction against them. The Court also awarded damages of \$190. to the contractor. The peaceful nature of the picketing was undisputed. There were never more than two pickets and at times only one. The picket placard read: "This is not a union job." The complaint alleged that, as a result of the picketing, union members refused to continue to work there. When the injunction was issued against picketing, it ceased.

He quotes Justice Burton as saying in his decision, "Petitioners here engaged in more than the mere publication of the fact that the job was not 100% union. Their picketing was done in such a place and in such a manner that, coupled with established union policies and traditions, it caused the union men to stop work and thus slow the project to a general standstill.

"Based upon the findings of the trial court, we have a case in which picketing was undertaken and carried on with at least one of its substantial purposes in conflict with the declared policy of Virginia. The immediate results of the picketing demonstrated its potential effectiveness, unless enjoined, as a practical means of putting pressure on the general contractor to eliminate from further participation all non-union men or all sub-contractors employing non-union men on the project."

Originally, the employer had contracted for both union and non-union labor but, after the picketing began, the union workers refused to work on the ground that to do so would be crossing a union picket line. The plumbers' union asked the Supreme Court to vacate the injunction on the ground that it violated other basic

rights of the constitution—the rights of "free speech" and "assembly." The fact that the picketing was peaceful had no bearing in the case, in the opinion of the Supreme Court justices, inasmuch as such picketing as was carried on was effective.

Mr. Krock comments that here again is a case where an attempt was made to deny the right to work. The right of non-union men to work was, he says, "again impressively upheld by the highest court in a nation where it has been ignored by the political power in many places, even to the point of allowing union pickets to keep management from entering struck plants. Now perhaps the Administration and members of both parties in Congress can find the courage to specify this fundamental right to work in the national statutes."

WE HAVE OFTEN ADVOCATED "PLAIN TALK" in these columns. My thesis has always been that we should express ourselves clearly in whatever we attempt to say. This does not mean that we should write everything in words of one syllable. There are many occasions in which complex expression is both desirable and pleasurable.

The relative complexity of your prose should depend on the people who are to read it. In writing employee magazines for a manual work force which averages something below high-school graduate level, it would be absurd to write in the flowery and beautiful phrases of Charles Lamb. On the other hand, literate people, when giving their attention to complex subjects, do not want to be insulted by being addressed in basic English.

The Saturday Review, a "literary" magazine with which most of our readers are no doubt familiar, published an article on February 14th called "Literature by Slide-Rule." It was written by Stephen E. Fitzgerald, who takes himself very seriously in deriding what he calls the "readability boys and their word-counting machines." He goes to a lot of trouble to

criticize industry's efforts to use "plain talk" in the right place.

It seems to me that Mr. Fitzgerald has missed his cue. He is, of course, quite right when he says, "The readability disciples are sometimes likely to forget that brevity does not necessarily equate with clarity." So far as I know, no one claims that it does. Mr. Fitzgerald infers that industrial writers have made this claim—in order to poke fun at it.

What Rudolph Flesch advocates is saying what you mean in language that can be understood readily by those to whom you address it. In other words write "up" or write "down" in accordance with the audience you are trying to reach. Fit your language to the topic about which you are writing and to the audience you are addressing. Mr. Fitzgerald had a lot of fun but I think he is off the track.

MERIT RATING ATTRACTS A GREAT DEAL OF ATTENTION in industry these days. Not long ago we commented on an article by Whiting Williams in the September 1952 issue of *Factory*, called "Top Union Leaders Are Losing Touch with Rank and File." Now comes Eugene J. Bengé who comments on this article in the February issue of the same magazine. He says, "This article started me thinking about a question on merit-rating vs. length of service, which we have used repeatedly in employee attitude surveys. The answers provide dramatic support for Williams' point of view.

"The question presented as ultimate choices, (a): I think promotion and pay increases should mainly be arrived at through my length of service with the company."

"(b) I think promotion and pay increase should be determined by individual merit-rating based on my own performance on the job."

Bengé analyzed the replies made by 15,277 employees in 25 companies, both union and non-union. Of these employees

76% expressed a preference in favor of merit-rating rather than length of service as a means of determining promotion.

He says further, "It seems that here is further evidence that union leaders have lost touch with the wishes of the rank and file. Instead of bitterly opposing merit-rating, such leaders would do well to join with management in attempts to develop thorough and adequate methods of merit-rating, and thereby reward ability and initiative, to increase productivity and improve living standards."

GOVERNMENT POLICIES HAVE REMOVED INCENTIVE for creating any increase in real income. "Such denial of the profit incentive must sooner or later undermine the nation's productive power." This warning was issued in a company's 1952 annual report on earnings and operations, as quoted in the New York Times for March 18th.

The report goes on to say that in spite of an increase of \$1,573,000,000 in capital investment, and despite the fact that annual shipments since 1940 have averaged 5,300,000 tons, or 35% greater than shipments in 1940, the buying power of the earned income has equaled that of 1940 only in two years since that time.

I quote these remarks to remind certain labor paper editors that I have several times objected to statements they have made criticizing the steel corporations and other companies—for the huge profits they have enjoyed "at the expense of the working man".

TRAINING METHODS ARE OF CONTINUING INTEREST to all personnel workers. Different methods produce varying degrees of learning. The following list includes most of the methods in common use. You will readily agree that each successive method produces greater learning than those which precede it in the list.

METHODS OF LEARNING

1. Reading about something.
2. Being told about it.
3. Carrying on a discussion about it.
4. Acting out situations which are an imitation of the real thing.
5. Actually learning by trial and error in doing the thing which you are trying to understand.

The fourth of these methods, "acting", is a device that is attracting increasing attention under the name of "role-playing." What I want to say about role-playing is—don't be afraid of it. Role-playing is nothing in the world but acting out a situation. When I was a personnel director some years ago I wanted to take advantage of the idea of role-playing. The theory is that if people are compelled to speak extemporaneously—engaged in a give and take discussion with someone else—they will get more out of the situation than if they just talk about it in the abstract.

Here's how you can do it; let us suppose that a foreman is obliged to reprimand one of his men. Let this problem be one for discussion in a training conference among foremen. The leader will describe the situation and indicate the nature of the offense which has been committed. Then one of the members of the conference group will be asked to volunteer to play the part of the workman and another one to play the part of the foreman. If it is necessary for a better understanding of the situation, one or both players can be asked to leave the room for a few minutes while the audience is given a full explanation of the situation. Then the two actors sit down facing one another and the "foreman" proceeds to administer the reprimand to the "worker". The rest of the group sit there and watch what goes on. The two actors are obliged to grapple with the

problem and act upon it immediately. No matter how well or poorly they do it they will learn something from the attempt.

Sometimes after doing one of these roles the two actors can be asked to change places and to re-enact the situation. Later, other members of the group can be invited to take the parts of foreman and workman. The idea of role-playing is so extremely simple that you do not need anything more than the directions given here in order to try it out. Its effect on participants—and on observers as well—is much deeper than when the problem is discussed informally and, of course, abstractly.

EVERYBODY LIKES TO THINK ABOUT PUBLISHING a magazine or a newspaper and I am no exception. I get a big kick out of publishing PERSONNEL JOURNAL. Two of our nearby friends publish a weekly newspaper, *The Archive*, in the small town of Downingtown, Penna., population about 5000. Bob and Jane McIlvaine have been having a lot of fun and a lot of work getting out this paper each week. Jane wrote a book on it called "It Happens Every Thursday" and now this book is being put into a movie by Universal Pictures. Recent issues of *The Archive* carried photographs of the McIlvaines in Hollywood. The part of Bob McIlvaine is taken by John Forsythe and Jane's part is played by Loretta Young. The story of the McIlvaine's experience with *The Archive* appeared on Sunday, March 15th, on TV where it was presented by *Omnibus*, put on by the Ford Foundation. You will enjoy reading the book "It Happens Every Thursday" and perhaps you will have an opportunity to see the movie.

Ned Hay

One weakness of the member-centered conference method of training supervisors is that a strong member may dominate the discussion to the detriment of other potential leaders. "Forced leadership" makes almost everybody an active participant and, in the chain of events, eventually a group leader. It produces other worth-while results too. This is the fifth of a series to be combined in a single reprint upon completion.

Advantages of Forced Leadership Training

BY EUGENE EMERSON JENNINGS,
Assistant Professor of Industry,
Wharton School, University of Pennsylvania

FORCED leadership training attempts to obtain maximum participation by developing a situation which will tend to "force" the foremen to assume leadership roles.¹ After developing a case study of a pertinent human relations problem and before possible solutions are forthcoming, foremen are divided at random into small groups of four or five each, with instructions to go into a huddle and within a time limit bring back and present before the whole group a solution.

Thus, several groups of foremen are given a clearly defined problem and instructions to arrive at a solution. No one is designated as a discussion leader; yet after getting into their huddle someone will attempt to get the conversation going and guide the thinking through to a solution. This "leader" will probably present the solution before the whole group.

NEW LEADERS REVEALED AT SUCCESSIVE STAGES

A week later in the second session the same procedure is used with a different human relations problem, except that the so-called leaders of the first session are put into one group while the remaining foremen are randomly distributed into several other groups. Thus, another opportunity is afforded each non-leader to guide his group toward a solution.

¹ *Personnel Journal*, "Forced Leadership Training," Vol. 31, No. 5, October, 1952.

In the third session, with a new human relations problem clearly defined and awaiting solution, leaders of the two previous sessions are randomly distributed into small groups, while the remaining non-leaders are treated likewise. As usual, the groups retreat to privacy and from the session again several non-leaders are "forced" to assume leadership roles. The process of whittling down non-leaders continues in ensuing sessions until not more than two or three remain. In this way maximum participation is obtained.

The greatest value of forced leadership training comes out of the opportunity for free participation. Leaders are not formally designated. This gives equal status to each foreman. The group, not an individual, is made responsible for finding a solution, thus making each member feel his efforts are needed.

TEAMWORK DEVELOPED BY SHARING RESPONSIBILITY

Sharing responsibility develops team work by which foremen learn that each cannot have things his way. Ideas, feelings, and differences are expressed and foremen learn that there is more than one side to a problem. Becoming sensitive to each other's thinking is a primary benefit resulting from forced leadership training.

Forced leadership training is conducive to cooperative problem solving. Men naturally get to know each other's ability to present constructive and helpful suggestions, because such participation is sought from everyone. The individual most helpful to the group is focused on by the other members. Through a very natural process a leader emerges spontaneously. He guides the discussion by his contribution and way of doing—not by position or authority because of having been formally designated the leader. He is influential rather than powerful. A democratic form of leadership develops through forced leadership training.

This kind of leadership is desirable, especially for leaders over workers, since autocratic force only serves to beget force and often requires additional force to quiet the disturbance. Rather than imposing one's will on individuals by autocratic bossing, democratic leadership attempts to attain its goals by earning the good will of the group.

However, training foremen to be democratic leaders is difficult, primarily because they feel that refraining from strict control is a sign of weakness. They are not aware that their effectiveness is actually increased when they share the solving of problems with those whom they are expected to lead. Because of this prevailing doubt, foremen must *experience* democratic leadership before they will accept it. Unlike other forms of training, forced leadership provides ample opportunity for all foremen to feel the surprising results of democratic leadership.

Another advantage of forced leadership training is that foremen with superior ability and with skill in guiding problem-solving groups are segregated from those of less ability and skill. Training methods which do not differentiate between degrees of leadership skill tend to favor those foremen who are leaders already. Those foremen

who most need leadership training take a back seat to the foremen experienced in leadership.

For those who are not seasoned leaders, segregation is necessary, for without it they are constantly at a disadvantage. Under pressure to perform above their present level of skill their performance fails to satisfy. Someone else always seems to have better suggestions, which dampens their enthusiasm. They feel superfluous and become spectators rather than participants.

Some of these foremen attempt to gain respect by means other than constructive participation. They may become loud, impolite, and extremely critical or else indifferent, bored, and uncooperative. Disturbing remarks replace sincere suggestions. Other foremen who want to get something out of the session become irritated and the conference bogs down.

Forced leadership removes a handicap from foremen lacking seasoned leadership qualities by segregating them from foremen possessing more of these qualities. Experience in training reveals that foremen of similar ability and experience seem to get along better together than when there are wide differences among them. Tensions and frustrations are less and participation seems more congenial and satisfying.

METHOD BRINGS OUT LEADERSHIP QUALITIES OF ALL

To foremen of superior ability and experience in leadership, segregation offers a challenge in competing with other foremen who also have these qualities. Some rise to the occasion and meet the challenge successfully by tapping ability previously wasted. Foremen meeting their match, however, learn what being led is like, which is another aspect of democratic leadership.

At the same time, foremen with little leadership skills and used to being led, are given the opportunity and motivation to develop leadership. Successful in their first experience at democratic leadership their interest and progress are maintained by advancing into groups of foremen with similar experience. This process, continuing until all but a few have the "feel" of democratic leadership, develops the skill of those foremen initially lacking leadership skill while the leaders are forced to improve further or gain valuable experience in being led.

In some training methods, the conference leader attempts to encourage maximum participation by prescribing rules within which discussion takes shape. Talking too much, straying from the subject, needless interruptions—to mention a few—are thereby curtailed. Often the conference leader acquires more leadership experience than the foremen.

Many a business man owes more than the world knows to a devoted wife and a happy home. The personnel man, because of the nature of his work, may owe more than most. This article, condensed from an address before Personnel and Industrial Relations Association members and their wives at Los Angeles in January, pictures personnel men and women as the kind with whom you—and we—are proud to be associated.

Wife, Home, Greatly Affect Personnel Man's Progress

BY LAWRENCE A. APPLEY, President,
American Management Association

IN TACKLING this rather unique task of helping the other halves of personnel administrators (husbands or wives, as the case may be) to understand and appreciate the importance of both halves, I shall endeavor to give my own viewpoints as to: what makes life worthwhile; how personnel administration meets the requirements; and what seems to be ahead in the field of personnel administration.

There are those who sometimes classify human beings into the categories of individuals who have a mission in life and those who are just living as best they can. It is not too difficult to identify those who have a high purpose and who are directing their thoughts and efforts towards its attainment. They have a poise, stability, confidence, and human understanding which makes them stand apart from the crowd. That, in itself, involves certain sacrifices because those who have no purpose in life are usually uncomfortable in the presence of those who do. At times, they even try to bring others down to their level.

GOOD EXECUTIVE A WELL ADJUSTED PERSON

All of these qualifications just mentioned can be summed up in the word, maturity. When an individual is mature, he has found himself. He knows what he is doing, what is worth doing, and what it is that his particular qualities and abilities fit him best to do. His own personal life is well adjusted, not only so far as he himself is concerned, but also in his relations with others who are his closest associates.

Anything which interferes with his maturity or stability in life detracts from the attainment of his mission. Ordway Tead, in his latest book, "The Art of Administration," says that "a stable executive is a stable man." He goes on to say that this means that his relationships with others are on a sound basis and that particularly important are the conditions at home. Does he have the kind of home of which he can be proud?

Both FORTUNE and LIFE magazines have featured within the last few years articles on the importance of executives' wives. While there is a great deal of humor and facetiousness in such discussions, there is also a great deal of dead seriousness. A man's wife, children, and home can help him attain the highest satisfactions in life or they can absolutely break him. This is a fact and is not intended to imply that a man deserves or should have the kind of home he needs regardless of what he is or what he does about it. It is a mutual proposition.

When an individual is engaged in a life of human service, he is influencing and helping others to develop into better workers and citizens. The better worker and citizen he himself is, the more powerful is his influence upon others. The more powerful he is in his influence upon others, the greater satisfactions he receives from his work.

PERSONNEL WORK A HIGH CALLING

Personnel administration guides human resources to the attainment of predetermined objectives, to the satisfaction of those served, and with a high degree of morale and sense of attainment on the part of those rendering the service. Our effectiveness in reaching such an objective varies in direct proportion to our understanding of human nature, to our appreciation of human values, and to our recognition of human dignity. Personnel administrators are devoting their lives to trying to make the highest teachings of religion and the finest precepts of education work in the every-day lives of individuals. Can anyone think of any higher calling?

There are those who think of personnel administrators as "do gooders," welfare workers, sentimental Santa Clauses, technicians, efficiency experts, glorified clerks, etc. Possibly they have gained these concepts from ignorance, hearsay, or from actual experience with certain types of personnel administrators. No one of them, however, is acceptable.

A good personnel administrator is first and foremost an individual of the highest executive caliber. He is one who appreciates the social, economic, and political environment in which his organization operates. He knows that the welfare of the individual members of his organization is dependent upon its economic health. He knows that the economic health of the institution is represented by profits or surplus, depending upon its character. He has a deep, moving conviction from which he cannot be shaken that profit or surplus can be maintained over long periods of time only when services and products of a high quality are made available to the consum-

ing public for prices at which they will buy. He knows that this can be maintained only when the individual members of the organization are producing to their utmost and doing so because they want to, are proud to, and because they are highly satisfied with what they are contributing to the over-all result and with what they are getting in terms of their own attainment.

The good personnel administrator is both a persistent and a patient kind of chap who, at the same time, is a diplomat and a salesman. Beyond that, he is well enough informed and skilled to be able to supply what he sells, to service it, and to prove it out.

The personnel administrator is usually a sensitive type of person. He is sensitive to the reactions of other people. Some may interpret this as temperament but, actually, it is concern. He is a perfectionist at heart, but wisely compromises in the light of human frailties. There are times when everything is right in the world and he whistles and sings and floats on air, and there are other times when he is so low that he would have to get a step-ladder to reach the edge of a curbstone. This is sometimes interpreted as moodiness, but it is usually a reflection of concern.

HARD TO LIVE WITH—NEEDS UNDERSTANDING AT HOME

Because the personnel administrator is living constantly with human problems, and because he is giving of himself so much, and because he is permitted so little laxity in his own example to others, he is frequently a problem to live with at home. Sometimes, when he gets with those who are the dearest and closest to him, he reacts in most startling ways to the kind of life he has to live outside his home.

Having spent so much of my own life in personnel work, I may be allowed to believe that it is the most important work there is affecting the work relationships with people. I happen to believe also that it is the most difficult—without authority but with a great deal of responsibility. Other people have to be influenced to do what appears to be right. Without adequate measurements for determining savings and profits accruing from good personnel administration, many measure it only by what it costs. Even though its motive is to help people, there are many times when the circumstances of the situation result in people being hurt. The objectives are so high that they are seldom reached.

Despite the difficulties of the job, there are great rewards. While the financial rewards for people in personnel work are increasing steadily, the non-financial incentives are by far the greatest.

An individual must maintain self-respect. That is fed to a large extent by what others think of him and his work. More than ever before, and with a growing degree of intensity, top and fellow executives have a high regard for the work of personnel men and rely heavily upon their counsel and help. Even those who may outwardly oppose the personnel administrator's efforts have a deep respect for what he is trying to do. Those in personnel are looked upon very favorably by the workers

They see them as people who are interested in their welfare and who are trying to help them in their own work and lives.

Greater than all of this is the terrific satisfaction that comes from the attainment of some particular objective for which the personnel administrator has been the pioneer, the missionary, the sponsor, and the worker. When one looks over a span of years and sees something in practice within a company for which he at one time suffered because of its absence, it does something to him.

Because personnel work is among the highest of missions in life, because its motive is to help people and to furnish opportunities for the realization of their fullest potential in character, personality and productiveness, because it contributes tangibly to the successful attainment of the objectives of operating executives, it enjoys great prestige, and success in it is wonderfully satisfying.

GREAT DEVELOPMENTS IN PROSPECT IN HUMAN RELATIONS

Personnel administration has followed a long, hard road. We all know the history of it so well there is no use to review it here. What is significant is that it has now come into its own. It has now become an absolute necessity that organizations provide adequately for the human resources for which they are responsible. Managements are becoming more and more conscious of the direct relationship between the adequacy of personnel programs and competitive survival.

While over the last several decades, great emphasis has been placed upon good personnel administration for workers, and while that emphasis will not decline in any way, there is going to be over the next four or five years greater and greater emphasis upon executive personnel administration. There will be much more demand for constructive work in organization planning and management development.

While relations with organized labor have gone through the blood and brimstone stage of development, we are now entering an age of maturity in management-labor relations. The methods of even a decade ago are now outmoded. It will take big people to handle the problems of the future. Big people will have to be handled on a high plane.

Many techniques of personnel administration such as employment, placement, training, wage and salary administration, employee benefits, have been developed and accepted. They are going to be subject to constant change, and a great deal of research will have to be conducted in brand-new methods and practices.

While technological development has been emphasized in the past, the great developments of the future will be in the realm of human resources. The pace of development in this area during the next ten to twenty years will make the rapid technical developments of the last twenty years look slow.

This all means greater attention to human research. What makes people tick? Group dynamics, human motivations, human satisfactions, the ethics of human relationships, the realization of human potential, are all the concern of the future.

The atomic scientist is the symbol of the past; the human scientist will be the symbol of the future.

What I have endeavored to say in this rather rambling way is, first, that a life with a mission provides far greater incentive and reward than a life without it; that working in personnel administration is about as high a mission as possible; that while the job of personnel administration is difficult, at the same time it carries with it respect and prestige; that to be most effective, one must be mature and stable; and that one of the greatest influences upon such maturity and stability are the close associates with whom you live and work—with greatest emphasis upon the home.

Since this particular presentation is made for the wives who are here, please let me make a few more observations:

1. Do everything possible to understand what your husband is doing and the importance of it.

2. Do not ever become guilty of believing that you have no important part to play in your husband's profession. Please do not belittle and misguide yourselves by saying, "I cook the meals, clean the house, do the laundry, take care of the children, maintain the home in which my husband eats and sleeps, but I have very little part in his daily life." Even though you may never discuss his work with him, even though he may never bring his problems home, what he does and how well he does it is directly affected by you. There is nothing more valuable to a man in personnel administration than confidence, and there is nothing which contributes more to his confidence than a good home and a wife who definitely identifies herself with his success. It takes sacrifices on both sides to make for mutual greatness.

A WORD TO MEN WITH WIVES IN PERSONNEL WORK

While this has all referred to the personnel administrator as a man and to the companion of a personnel administrator as his wife, there are women in personnel administration who have husbands in other activities. More husbands are guilty of belittling the personnel activities of wives than vice versa. There are a lot of husbands in business today who could take some advice from their wives, who are engaged in personnel administration, that would make them so much more successful in what they are doing, they would not know what hit them. It is quite probable that they are living with a "consultant" whose advice is of far greater value than something they might pay someone else thousands of dollars for.

Non-financial incentives! The purpose of a home is the creation of an institution which is of some value to the society in which it is situated. If that home creates an environment out of which come individuals who are stable, mature, confident, and have a high mission in life, what greater service can be rendered? The making of a home is a cooperative, understanding effort, and some of the sound principles of personnel administration, if applied in the home, would astound us all by the changes they would bring about.

Lack of firm *written* personnel policies is responsible for much confusion and discontent at all business levels. Though it is seldom the personnel man's role to determine policy, he is generally expected to recommend, to put into understandable form, to communicate and to appraise the acceptance of company policies. This thoughtful piece should help jell your thinking on the subject.

Developing Personnel Policies

BY ARTHUR M. WHITEHILL, JR., Associate Professor,
University of North Carolina, School of Business Administration

PERSONNEL policies constitute the framework within which decisions will be made and action taken which vitally affect the aspirations, hopes and fears of millions of human beings at work. The need for clear understanding and creative thinking in this area hardly could be overemphasized. Yet there is still much confusion with respect to just what the word "policy" properly refers.

Policies are not just the "rules of the game," or even the "limits of discretion" within which administrative action may take place. Neither are they mere restraining devices to keep members of the organization from "running amuck" or "going off the deep end." These interpretations, although correct as far as they go, are frequently offered as adequate definitions. But they seem to this writer to put entirely too much stress upon the *negative* aspects of policy. Policy formulation and determination are essentially *positive* steps in administrative leadership. When looked at this way, policies may be more properly regarded as definite statements of company philosophy and purpose.

POLICIES SHOULD ACCENT THE POSITIVE

A policy should serve as a constructive, rather than restrictive, guide to thought and action. As such, it may be thought of as a blueprint, or roadmap, to indicate the sort of forward motion to which all of the people involved in a business enterprise are dedicated. The fundamental purpose of business policies, then, is to increase the understanding of all the people who have joined together in a group effort as to where they are going and why. Thus they must be formulated not only upon careful consideration of the technical factors involved, but also upon those social and ethical principles which are the hallmark of good human relations.

The role of personnel relations executives in developing policies is primarily one of formulation, rather than of determination. Responsibility for final determination of policy is a line function and rests with the chief executive and the board of directors of a corporation. As a staff officer, the personnel relations administrator ideally brings to top management specific policy recommendations. These are the result of general participation and thinking on the part of all those people who are involved and interested in the goal toward which an acceptable guide is desired.

UNIONS SHOULD SHARE IN MAKING POLICIES

In companies whose employees are represented by a union, sound practice indicates that participation of the union should not only be tolerated but actively sought. Union participation greatly facilitates the job of the personnel executive in this respect. Cooperation on the part of employees and their representatives *before* policies are officially adopted by top management almost invariably promotes greater acceptance of the resulting guides to action. Seeking general participation in policy formulation in no way alters the fact that final determination is an unequivocal right and duty of top management.

There are many different types of personnel policies at present serving as effective guides to management thinking and action. Because policies must be tailor-made to individual situations and needs, it is difficult to classify them except in the most general terms. One such classification, based upon organization levels, follows:¹

- a. General company policies are broad guides to action to which all other policies must conform.
- b. Administrative policies are those established for the guidance of the top-executive levels of the company.
- c. Operative policies are those established for the guidance of the lower-level executives who carry out the plans and programs of the top executives.
- d. Functional or staff policies are those which govern the personnel activities of specialized departments such as accounting, engineering, and inspection.

Such a classification, however, seems to make an unnecessary distinction between major and minor policy levels. Personnel relations policies have to do with people in the organization. Inevitably, most statements of purpose in this area will concern every employee, from top to bottom, in the company. Personnel policies simply cannot long remain the special concern of one level of the organization to the exclusion of others.

For these reasons, it may be better to base any classification upon subject matter rather than on organization level. An illustration drawn from a handbook for employees of Burlington Mills, one of the largest producers in the textile and apparel field, may be helpful in this respect.² First, the company's general policy of "Quality at a Lower Price" is explained in some detail as a basic principle upon which the

business rests. Then certain company policies dealing more specifically with personnel relations are listed under the caption "What you may expect from Burlington." Included in this category are company statements of purpose concerning steady employment, fair wages, placement of workers, working conditions, promotion, recognition of service, sharing information, insurance plans, educational loans, employee discounts, vacations and holidays, recreation, and plant commissaries.

Special emphasis is given the company policy with respect to communications in a separate section entitled "Remember the Open Door." The philosophy behind all policies is, in a very real sense, summarized in the description of the Open Door as "A spirit of helpfulness which exists among the entire supervisory force from your immediate supervisor right on up to the President."

The next group of policies listed in this handbook is given the caption "What Burlington expects from you." Here such matters as the company's sixty-day trial period, adherence to plant rules, safety and health goals, sick leave, and termination of employment are covered. Certain other policies are grouped under the heading "You should know about." These include method and time of wage payment, payroll deductions, workmen's compensation, unemployment compensation, and the keeping of personnel records.

POLICIES NOT TO BE CONFUSED WITH PLANT RULES

The necessary distinction between company policies and mere plant rules is emphasized in this and other well-prepared company communications. Under the special caption "Plants Rules," specific rules and procedures are carefully explained with respect to such matters as reporting for work, absenteeism, respectable and orderly personal conduct, smoking, work habits, outside business, visiting, telephone calls, debts, respect for property, use of alcohol, and trespassing upon company property. A special section of rules is devoted to matters of safety and health on the job.

There are still a good many companies which have no written record of many of these important personnel matters. In such situations, it is not at all surprising that misunderstandings arise as differing interpretations of company policies are acted upon in various parts of the organization. There is little doubt that all personnel policies should be reduced to complete, yet concise, written statements which always are available to all interested persons. The need for written policies is clearly stated in the following observation:³

Even at best, written communication is open to more misunderstanding than is oral communication. Why then should a policy be put in writing? There are at least two reasons for writing policies, either of which would be conclusive.

First, policy ideas are of necessity general. This means that they often remain too vague to be useful as guides. But until someone tries to write them down, this vagueness may not be recognized.

Second, unless policies are written, they cannot be regarded as firm (though flexible) commitments. When they are written it should be apparent to management representatives, employees and union officials that top management means what it says.

Before any policy is officially adopted by top management, it should be subjected to final review in order to determine whether or not it meets certain qualifications essential to effective administration. The following tests seem to be among the more useful for general application.⁴

POLICIES MUST BE CLEAR, GENERALLY ACCEPTABLE, CONSISTENT

a. *Is the proposed policy clear* (as to long-range purpose, general commitment for action, and scope for discretion)?

b. *Is it acceptable?* Does it secure agreement from a majority of members in all groups as a guide to management decision that will re-enforce shared purposes?

c. *Is it consistent* with customary practices, procedures, rules, other policies and key situational factors?

In summary, the simple truth is that "it is the people who make a policy work." Only by working with and through every member of the organization who is both willing and able to think on a policy level will the personnel administrator be able to formulate guides to action—such guides as will bring the forces of creative imagination and practical realism into that delicate state of balance so essential to solid progress.

¹ John F. Mee, (ed.), *Personnel Handbook* (New York: The Ronald Press Company, 1951, p. 76).

² *Working Together*, (Greensboro, North Carolina: Burlington Mills, Industrial Relations Department, 1948).

³ Paul and Faith Pigors, "Who Should Make Personnel Policies?" Reprinted in Paul Pigors and Charles A. Myers, (eds.), *Readings In Personnel Administration* (New York: McGraw-Hill Book Company, 1952) p. 102.

⁴ *Ibid*, p. 104.

About the Authors

Dr. Eugene E. Jennings is Assistant Professor of Industry at the Wharton School of the University of Pennsylvania in Philadelphia. He holds a Ph.D. in Personnel from the State University of Iowa. Serves as consulting psychologist to the Monsanto Chemical Co., and is associated with the office of the Chief of Ordnance, Washington, D. C.

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(Continued on page 26)

Compelling retirement by the calendar works a hardship on many individuals—and the cost to taxpayers and industry is becoming increasingly serious. The writer shows that, in at least one big business, even men of 70 to 75 stack up well against younger co-workers.

Older Workers' Efficiency in Jobs of Various Types

BY MARK W. SMITH, Research Fellow,
Ohio State University, Columbus, Ohio

USE of the older worker is right now a major industrial and economic problem, of possible crucial importance in the event of a national emergency. Numerous agencies, among them the Bureau of Labor Statistics, the Federal Security Agency, and the New York State Joint Legislative Committee on Problems of Aging, are supplying information about the immediate losses and future problems engendered by compulsory retirement based upon chronological age.

Slichter states that the annual loss of output in industry from premature retirements is probably over 5 billion dollars (1); and Shryock estimates that by 1960, if present retirement policy continues, every 1000 economically active persons 20 to 64 will be supporting between 165 and 169 *dependent* persons 65 or over. (2) More personally hurtful effects of present policy appear in the fact that premature forced retirement leads, in many cases, to financial and emotional insecurity, contributing in a very real sense to physical and mental decline. This is one of many reasons why so many concerned people advocate flexible retirement practices, with retention of able older workers after thorough evaluation and perceptive consideration of each worker's skills, deficiencies and wishes.

REVIEW OF EARLIER STUDY FINDINGS

This article reports one of a series of studies made at Ohio State University concerning the relation of age to industrial efficiency. In each study, an effort was made to obtain results which would be of real use to the cooperating industries, in connection with job adaptations, employee transfers, and other measures allowing and helping older workers to remain effective.

An earlier study (3), dealing with route sales efficiency, showed that although equipment handling skill and judgment in customer relations increased with age, sales fell off, probably because energy decreased for the physical tasks involved. Another investigation (4) showed that older workers were more valuable than younger as "extras" in a department store, in that they continued available longer and were more dependable. A study of exit records of a manufacturing company (5) showed that older people were less often discharged as incompetent, and that many even 60 and over received above-average ratings in ability, attendance, and attitude, and were judged worthy of rehire.

A study made in a large business (6) showed that older workers were considered by their supervisors to be somewhat slower and less able to learn new operations, but better in attendance, more steady and more conscientious. The present study is a further report on the same large company, with special consideration of workers aged 70 and over and the type of work they did.

The group studied consisted of 903 men, age 18 to 76, who had been at least two years with the company. Of these men, 19% were 60 or older; 47% were over 44. Supervisors' evaluations, appraising abilities and personalities, were available on personnel record cards. These evaluations, because of their spontaneity and informal nature, were thought especially enlightening and unbiased. From these records, through careful systematic combination and elimination, were drawn the ability and personality traits treated in this report.

The accompanying table presents the net percentages of persons of various ages in three work groups—skilled, unskilled, and clerical—mentioned as having the various indicated characteristics. Skilled workers were mechanics and technicians of various types; the unskilled did various sorts of simple work; "clerical" included inventory and shipping clerks, checkers, and so on. Percentages were net, in the sense that the number of persons mentioned as not having a given trait was subtracted from the number reported as having it; thus, the number reported uncoopera-

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PERCENTAGES OF MEN—IN DIFFERENT AGE GROUPS AND TYPES OF WORK—
REPORTED AS HAVING CERTAIN TRAITS

Age.....	Skilled		Unskilled		Clerical	
	18-44	45-up	18-44	45-up	18-44	45-up
<i>Ability</i>						
Efficiency.....	72	70	58	66	63	61
Job knowledge.....	29	32	12	10	26	28
Accuracy.....	7	6	14	4	11	5
Ability to learn.....	16	10	9	1	18	9
Speed.....	3	-9*	5	-9*	4	-10*
<i>Personality</i>						
Cooperativeness.....	44	40	27	33	40	37
Dependability.....	42	35	33	41	36	33
Thoroughness.....	10	4	2	4	6	2
Steadiness.....	27	35	19	31†	19	31†
Attendance.....	9	26†	19	29	12	11
Number of cases.....	75	89	181	187	226	145

* Shows decreases of more than 10 from the younger to the older age group.

† Shows similar increases.

tive was subtracted from the number mentioned as cooperative, before percentage computation. Some percentages are, therefore, negative.

Few traits show great change with age; fewer still show consistent age changes for all three work groups. Speed does seem consistently to decrease with age; ability to learn, a little less so. But steadiness increases, and so somewhat does ability to work without supervision. That in none of these types of work was efficiency considered to decrease with age suggests the overall value of the "slow but steady" older man.

TRAITS NOT GREATLY AFFECTED BY AGE

The three work groups appear to differ relatively little as regards the overall mention of traits. The most conspicuous exception is the relatively low frequency with which job knowledge was mentioned for the unskilled; this finding might logically be expected, and that it does appear might be considered evidence of data validity. Age changes, in traits distinctive of work type, are few indeed. The increase in efficiency with age reported for the unskilled group with concomitant increase in cooperativeness, steadiness and attendance emphasizes the value of older persons for such work, and the importance of these traits of older people in that work.

Distributions and means for net evaluations were figured by totaling favorable comments and subtracting unfavorable. The mean evaluations show little change with age; however, means for clerical workers fall slowly. In all groups, for all ages, individual differences are great. But, no more older than younger men received negative evaluations, indicating low total worth. In fact, the greatest pro-

portion of low ratings is in the age group 30-44, for unskilled workers. Skilled workers show highest means and fewest rated low; unskilled workers show lowest appraisals. Such findings further support the conclusion suggested by the data in Table 1 that a large number of the older workers continue to be of very real value.

In an effort more specifically to picture the older worker as the personnel cards showed him, and to show how even workers past the usual retirement age might be considered excellent, the records for all those 70 and over have been summarized in the following paragraphs. Since organization rules make it relatively easy to continue work into these older years, these cases might be considered indicative of what could be expected if there were a general relaxation of retirement rules.

Skilled: Mechanic, 70: does an outstanding job, but has slowed down; never absent. Capable, dependable, asks advice and assistance when necessary. His experience makes him vital. Mechanic, 71: an excellent man, good attendance record. Carpenter, 75: a wonderful worker and a good instructor. Upholsterer, 75: an excellent man. Adept at all types of tailoring. A top producer and regular worker; in excellent health. Although his eyes are failing, he is still the best. Mechanic, 76: good on the job he's in; doesn't want a change.

Unskilled: Laborer, 70: good on light work; dependable. Laborer, 70: strictly a laborer; good attendance. Laborer, 71: good and steady; follows through well. Assigned to light work. Slow due to his age, but very dependable, good attendance. Laborer, 73: does a fine job; fills in well, always on the job, very dependable.

CLERK, AGE 75, GOOD MAN BUT BULLHEADED AT TIMES

Clerical: Inventory Clerk, 70: outstanding, plans his work, looks ahead, requires little supervision. Doesn't want responsibility. Excellent sick leave record. Processing Clerk, 70: always busy. Doesn't want responsibility. Because of age and health, he has a poor sick leave record. Processing Clerk, 70: good but slow due to age. Willing; good attendance record. Assigned to light work; needs supervision. Shipping Clerk, 71: slowing down, but still does a good day's work. Talks a lot, but is very willing. Process Clerk, 72: industrious and speedy, shows no effects of age, is accurate and dependable. Processing Clerk, 75: very good; knows job thoroughly, dependable, requires little supervision. Processing Clerk, 75: a very good man. Will try anything, but is bullheaded at times. Has excellent attendance record. Age is slowing him down but he is dependable, steady, and accurate.

In all, there were 16 workers in their seventies—three skilled, four unskilled, and seven clerical. That they were valuable employees seems clear. There were also nine skilled workers, twenty-one unskilled, and sixteen clerical in the age group 65-9. Clearly, an arbitrary retirement age of 65 would have cost this organization a very considerable number of valuable employees.

Three suggestions regarding older workers seem to the writer to emerge from the present study. In the first place, older employees seemed to hold up well in all three types of work covered by this investigation. It is sometimes assumed that only skilled workers commonly maintain a full value into the older years, because of their established skills and the unhurried nature of most of their work. But the preceding data show older unskilled and clerical employees also holding their own as compared to the younger. Doubtless, there are speeded assembly-line jobs and physically very taxing tasks, in which many older men could not maintain themselves. But otherwise their potentialities would seem excellent, in a great variety of work—not only in certain kinds.

SOME LOSSES DUE TO AGE OFFSET BY GAINS

In the second place, for certain impairments which tend to appear with age, as in speed and adjustment to new tasks or situations, there are gains which may often somewhat counterbalance—as in steadiness, attendance and ability to work without supervision. The total picture should be kept in mind in appraising the possible usefulness of the older worker.

A third suggestion emerges from study of individual work histories and from comments and conversations with the personnel staff. An older person on a job where he has difficulty may be transferred or down-graded. But this should be done with careful tact which prevents or at least minimizes feelings of inferiority; and there should be extra patience and help for the older man learning any new process and adjusting to any new work group. However, a change in the nature or layout of a job may better adapt it to an older worker—perhaps simply better lighting or a more comfortable position at the work may help. Some modification of the work day may keep a valued employee. There should be a variety of means available for meeting the problems and needs of the older worker.

Industrial psychologists and personnel specialists are most commonly thought of in connection with selection, training, and advancement of workers. It is suggested that they should be concerned increasingly with selective retirement, retraining older employees, transfer and adjustment in connection with age.

BOOKS

LEARNING THROUGH DISCUSSION. By Nathaniel Cantor. Published by Human Relations for Industry, Buffalo 2, N. Y. 1951

Probably the greatest problem confronting professional training directors is that of understanding the group process and its effect on learning. This problem is particularly acute today because more and more training is being conducted by means of group meetings and conferences. Understanding what takes place psychologically when a group of people directed by a conference leader meet to discuss a problem is probably as difficult as it is necessary.

Cantor states the problem very neatly by asking the question, "How do members of a group learn or change, by the exchange of opinions through argument, or by discussion on an intellectual, verbal basis? Is learning a matter of reasoning or does it involve much more?"

Trainees commonly found in a typical conference in business and industry are not likely to be disciplined social scientists accustomed to consider problems in accord with the logic of the situation. On the other hand, "They bring to the discussion their stereotyped 'rights' and 'wrongs,' 'goods' and 'bads,' their 'either-or' views of social behavior." They are not trained to examine their biases and assumptions from the point of view of the other person. "They interpret social events and individual behavior in terms of their more or less fixed attitudes."

Therefore, Cantor concludes that the major responsibility of the discussion leader is to help group members learn to look at events from many different and conflicting points of view. As new facts and new interpretations arise, Cantor believes that previous attitudes may be modified.

It is the author's conviction that a

discussion leader cannot be helpful in bringing about a change in attitude behavior unless he first understands what is involved in learning. Perhaps the major contribution of the book lies in the presentation of techniques which will help the discussion leader to understand the learning process and how it is effectuated by group discussion. Techniques for the application of sound learning principles are presented clearly and precisely in practical language without a lot of theory and technical jargon.

In this respect the book will be of greatest interest to professional training directors who are much too busy to read journals and keep up with research in the training field. For them the book offers illuminating ways to devise training methods empirically founded on sound learning principles. At the same time the presentation is not in the form of a cookbook of "do's" and "don'ts" when leading a discussion. He offers no "sure fire" ways of leading a discussion successfully because he believes that listing what a conference leader should and should not do is a poor substitute for knowledge and skill in the art of discussion leadership. He believes, in effect, that such devices block the development of a much-needed personal skill in the many discussion situations.

The student of human relations training may agree that, while the ideas and viewpoints expressed in this book are not actually new, they do help in the practical application of theory. In this respect a contribution has been made, but the training methods are among those often identified in much of today's superficial writing. In short, the book does not satisfy the need today for the publication of research

to validate either old training methods or new ones based on sound principles of psychology and sociology.

Eugene E. Jennings

SUPERVISORY MERIT-RATING, Survey No. 14 of B. N. A.'s Personnel Policies Forum. Published by The Bureau of National Affairs, Inc., 1231 24th St., Washington 7, D. C. 1952

This is an 8½" x 11" paper-covered bulletin of 29 pages, reviewing various methods of rating supervisors and foremen. A number of forms that are in use for merit rating are reproduced. In all but one instance the companies using them are identified—Southern California Edison Co., Lehn & Fink Products Corp., Lockheed Aircraft Corp. and others. A large number of personnel and industrial relations directors participated in supplying the information from which the report was written.

The first section deals with pros and cons of supervisory merit-rating; the second one describes merit-rating techniques and the third gives examples of supervisory merit-rating forms. Nine pages of the report are devoted to an excellent discussion of different aspects of merit-rating, the rest of the publication being devoted to the reproduction of actual forms.

One of the most effective of the forms illustrated is one used by an insurance company—unnamed—which employs the "normal distribution" principle. The form is so arranged that indications are given that the rater should, if possible, distribute his ratings along the line so that 2% are very outstanding, 18% in the next group, 60% are considered to be average, 18% below average and 2% very poor. This is perhaps a strikingly extreme application of the normal distribution principle. A slightly better distribution is often chosen in which the five groups represent respectively 5%, 25%, 40%, 25% and 5%

of the total number of employees, or else 5%, 20%, 50%, 20% and 5%.

This type of distribution is excellent where there is a fairly large number of persons being rated in one group—8 or 10 or more. For a number less than 10 the same result for practical purposes can be obtained by ranking the employees from best to poorest. This is much easier to do in smaller numbers as well as more practical since 5% of 5 people is only a quarter of a person.

SOCIAL CONTRIBUTION BY THE AGING. January 1952 issue of *The Annals*, edited by Clark Tibbetts. Published by The American Academy of Political and Social Science, 3937 Chestnut St., Philadelphia 4. \$2.

This special issue of *The Annals*, a bi-monthly publication, has to do with one of the day's most pressing problems—that of making useful and happy citizens of the aging.

Articles written by experts in the fields, relating to the status and future of the older person, are grouped in four sections: Needs and Capacities of Aging People, Contribution to the Productive Economy, Contributions to the Cultural Life of the Community, and Maintenance of Capacity for Social Contribution.

Of special interest are the discussions on older people in relation to labor, retirement, keeping fit for the job, income maintenance, and employment services. Excellent accounts are given of the progress made by management and labor in solving attendant problems, and lines of further needed study are indicated.

Anyone dealing with the rapidly increasing number of older people in our society will find this an informative and valuable guide. It was edited by Clark Tibbetts, Chairman of the Committee on Aging and Geriatrics, Federal Security Agency, Washington, D. C.

Dorothy Lee March

PLANT GRIEVANCES (source book). By Dr. Harold S. Roberts, University of Hawaii, Industrial Relations Center and University Extension Division. 1952 Paper covered, 8 $\frac{3}{8}$ " x 10 $\frac{3}{4}$ ", 134 pages.

The first section of this book reports a study made by the Bureau of Labor Statistics for the National War Labor Board. Grievance procedures in 101 U. S. plants were looked into. Almost 90% of the plants are said to have industrial relations departments. In more than one-fourth of the plants the industrial relations department represents the management, at the final step prior to arbitration in the plant's grievance procedure. More than four-fifths of the companies have training programs in labor relations; such training usually deals with the provisions of the union agreement and basic union and company policy. All of which points to the importance of an industrial relations man educating himself on handling grievances, even though he may have little or nothing to do with them in his present job.

This unpretentious book, apparently printed by offset from typewritten copy,

would serve admirably as a starter for the person who knows little about grievance procedures, or as a "refresher" for one who knows a good deal. It is well organized and, it seems to us, comprehensive. There are three sections, followed by a bibliography. The sections are headed: The Grievance Procedure, The Role of Foremen and Shop Stewards, and Handling the Grievance. Each section has a brief introductory statement, and ends up with a page of questions based on the text.

A few questions from Section 2 will indicate the coverage: "Why has there been such unusual emphasis in recent years on 'human relations' in industry? Should foremen be consulted in the formation of labor policy? Should a steward ever tell a union member that his grievance is without merit? Do you agree that the existence of numerous grievances indicates that labor-management relations in the plant are poor? What are some of the major suggestions for the effective handling of grievances?"

The author is Dean of the university's College of Business Administration and Director of its Industrial Relations Center.

(Continued from page 18)

Dr. Arthur M. Whitehill, Jr. is an associate professor of business administration at the University of North Carolina, Chapel Hill. From the University of Virginia he received his B.S. in Commerce, M.A. in Economics and, in 1945, Ph.D. in Economics. In 1948-49 he was a visiting professor at the Harvard Graduate School of Business Administration. Dr. Whitehill has written some twenty editorials on a wide range of business and economic subjects for *The Saturday Evening Post* and has contributed to a number of professional journals and newspapers.

Mark W. Smith for two years has been a research fellow in gerontology at Ohio State University, Columbus. He is one of a group there studying employment and adjustment in the later years, and has written several papers dealing with the older worker. He received his Masters Degree in Psychology from Ohio State in 1951 and is to receive his doctorate next month.

Just Published—

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Across the Editor's Desk

Gleanings by DOROTHY BONNELL

With the Local Personnel Associations

WHAT ABOUT PROGRAMS FOR YOUR PERSONNEL ASSOCIATION? Do you get tired of the same old thing every month, or do your programs always seem fresh and interesting? Did you have a program recently that was so outstanding you want to tell everyone about it? What makes a successful program? What programs are most valuable to you? Give us your ideas, and let's talk it over.

A QUESTIONNAIRE WAS USED by the SEATTLE CHAPTER, PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION, to poll members on program preference. Forty-two said they would like to hear speakers at some meetings and to have group discussion at others. As a result the program committee came up with an unusual discussion for the March meeting.

The meeting was divided into five evenly balanced groups, each working hard on a different topic. In order to keep a balance of participants the committee gave members a slip of colored paper designating the group with which each one was to work. Members were permitted to trade slips with each other, if they had particular interests. The topics used for the discussion were: Employee Attitudes; Industrial Safety; Employee References; Health and Welfare Plans; Problems Involved in Making Exceptions to Company Policy. Each group was led by a member of the Association particularly well qualified on the subject.

Members of the Seattle chapter have further opportunity for informal discussion at the weekly luncheon meetings. *Personnel Pointers*, the monthly bulletin of the Seattle Chapter, was very generous with references to PERSONNEL JOURNAL in its March issue.

AN IDEA EXCHANGE was conducted by the INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO. Members were asked if they were willing to accept the challenge inherent in this statement: "From my point of view most of the activities carried on under the name of industrial relations have been programs aimed at the manipulation of people without power for the benefit of people with power." That must have provoked a lively discussion. The Association has a formal meeting one evening a month, supplemented with smaller meetings about once a week, for various interest groups. The members primarily interested in labor-management relations, for instance, in March heard Mr. Clarence M. Updegraff, Professor of Law, University of Iowa, speak on "How Much Do You Know About Arbitrations? Are You Ready For One?" At the regular March meeting, Frederick J. Bell, Director of Human Relations, McCormick and Company Inc., Baltimore, spoke on "Multiple Management."

SENIOR STUDENTS OF PERSONNEL ADMINISTRATION at Oregon State College were guests of the PORTLAND CHAPTER OF THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION in February. A panel discussion in which ten of the students took part aired both the academic and practical aspects of current problems in personnel management.

TRAINING ACCOMPLISHMENTS AND MEETING FUTURE TRAINING REQUIREMENTS was the subject for a panel discussion at the March meeting of the TRAINING DIRECTORS SOCIETY OF PHILADELPHIA. The panel consisted of seven top management men and training directors. Some of the

questions brought up in the discussion included: What have training programs accomplished? What does top management expect from its training programs? Does management feel its investment in training is paying off? What is management's attitude toward training, and what are its major criticisms? How do training staffs feel about the attitudes of management? How can training subordinates train their superiors?

Memo, the monthly news letter issued by the TRAINING DIRECTORS SOCIETY OF PHILADELPHIA, reviews the address given at the February meeting by John R. Murray, on "The Need for Training in Labor Relations." Mr. Murray suggested that areas in which training would be of major significance in promoting peaceful conclusions of labor-management negotiations are: presenting proposals; receiving proposals; conference-room courtesies; collective thinking; industry economics; and common parlance. Executive openings in the training field are listed on the last page of *Memo*.

To return to the problem of arranging successful programs, the program committee lists proposals for future programs, including a description of DuPont's effective program in training for cost reduction; a visit to the Campbell Soup Company for a concentrated presentation of their Human Relations training program, which was developed in conjunction with the University of Chicago; an evaluation of the first several months of the new Republican administration's impact on business; and a panel consisting of a representative of the Philadelphia school system, a representative of the PSES, and a representative of business to discuss problems of training in high schools, and selection and placement in business and industry.

A CASE STUDY dealing with recruitment methods and employment practices was presented to the PERSONNEL MANAGERS

CLUB of the Greater Boston Chamber of Commerce at their March meeting. Discussion of the "Raytheon Case," prepared by the Harvard Graduate School of Business Administration, was moderated by Professor Ben A. Lindberg of the Harvard Business School.

ST. LOUIS INDUSTRIAL RELATIONS CLUB has sent us a list of their officers: David H. Nicholson, President; Joseph F. Duepner, first Vice President; John R. Stockham, second Vice President; Gene Schlapprizzi, Treasurer; Edward J. Hellman, Assistant Treasurer; and John A. Walsh, secretary. Ben F. McClancy, Secretary and General Manager of the Associated Industries of Cleveland, spoke on "The 1953 Outlook for Labor-Management Relations," at the February meeting. In March, Merlyn F. Pitzele, Labor Editor of *Business Week* magazine, gave a post-election analysis of labor trends. He had also spoken at the September meeting, giving his pre-election analysis.

PERSONNEL ADMINISTRATION ASSOCIATION OF BALTIMORE favored the discussion type of meeting in February, with a panel discussion on "Grievance." Panel members were John E. Colbeck, Aksel H. Nielan, Gerard G. Keogh, George H. Plaut, Horace W. Wennegel, and William J. De Rubertis, with J. Brennon Payne acting as moderator. The panel considered a definition of the term grievance, procedures for the settling of grievances, and arbitration. Film shots were shown of typical and unusual grievances. Dr. Arthur W. Ayers, professor of Industrial Psychology at the University of Maryland, spoke on "Administration Aspects of an Industrial Safety Program" at the March meeting. Dr. Ayers talked about analyzing the effectiveness of publicity and advertising, a critical examination of the accident-prone employee, and problems in accident statistical record keeping.

INDUSTRIAL TRAINING COUNCIL OF NEW YORK STATE, at its annual meeting in Niagara Falls on February 12, elected the following officers: President, Cecil Garland, Director of Training, Corning Glass Works; first Vice President, John M. Brophy, Associate Professor, New York State School of Industrial and Labor Relations, Cornell University; second Vice President, Ralph E. Hartwig, Supervisor for Plant Training, Johns-Manville Corporation; Secretary-Treasurer, Frank J. Fessenden, Director of Training, Kodak Park Works, Eastman Kodak Company.

HOW MUCH DO YOUR DINNER MEETINGS COST YOU? The question may be in-

discreet, but it also may be of real interest. Going through the announcements of Personnel Association meetings that come across the editor's desk, it's interesting to note the variety in the prices charged for the dinner meetings. A few charges include, \$1.90 in Toledo, \$2.00 in California, \$2.25 in Montreal, \$3.50 in Philadelphia, and \$4.00 in Boston and Chicago. The question is, do more people attend meetings if they pay less, or do better people come if they pay more? Maybe people in Boston and Chicago just live higher. Does part of the price of the dinner go to finance club activities? What's your experience? Want to trade ideas?

Attending the Conferences and Workshops

PROBLEMS OF COMMUNICATION received the attention of the eleventh annual INDUSTRIAL RELATIONS CONFERENCE. The April conference was sponsored by the Industrial Relations Center of the *University of Minnesota* in cooperation with the Twin Cities Chapter of the Society for Advancement of Management. Robert B. Ross spoke on "Organization and Administration of an Employee Communications Program." Mr. Ross is Manager of Employee Communications, P. R. Mallory Company, Indianapolis. "Recent Developments in Employer-Employee Communications Research" were described by Raymond B. Nixon, Professor of Journalism, and Robert L. Jones, Associate Professor of Journalism, University of Minnesota. Wade Shurtleff evaluated a company communications program. Other speakers gave communications, up and down and across, written and oral, a thorough overhauling.

A MEETING OF IMPORTANCE TO INDUSTRIAL MEDICAL ACTIVITIES was held in Los Angeles, April 18-24. THE AMERICAN ASSOCIATION OF INDUSTRIAL NURSES, INC. planned a program for all of the national

membership associations connected with industrial health. Members traded ideas in a series of "Talk Shops" under the direction of Dr. Martin P. Anderson, head, Department of Conferences and Special Activities, University Extension, University of California.

A SERIES OF MANAGEMENT WORKSHOPS was held in February, March and April, by the MOUNTAIN STATES EMPLOYERS COUNCIL, INC. Employee Recruitment, Selection and Replacement, Status of the First Line Supervisor, Safety, and Job Evaluation were discussed.

A CONFERENCE ON ECONOMIC EDUCATION FOR EMPLOYEES was held April 8, in *San Francisco*, sponsored by the CALIFORNIA TRAINING DIRECTORS' ASSOCIATION. Three workshop sessions were followed by a get-acquainted period, and a showing of economic education films and exhibits. The dinner speaker was Dr. George S. Benson, President, Harding College, Searcy, Arkansas, whose topic was "The Working of America's Economic System." Gerald G. Chappell, Supervisor of Training, Union

Oil Company of California, spoke on "How Union Oil is Doing It" at the first workshop. David D. Hurford of Sears Roebuck, Los Angeles, told "How Sears Roebuck is Doing It." A panel discussion on "Answers to Your Questions on Economic Education," constituted the third workshop session.

WESTERN PERSONNEL INSTITUTE is a non-profit cooperative association of western colleges and universities which provides information about developments in student personnel work. It is a center for cooperative study and experimentation. It main-

tains a special collection of books, pamphlets and materials on personnel work in education. It serves as a clearing house of information useful to student personnel workers in member colleges. It carries on a continuous program of research and publication on developments in student personnel work. It gives internship training to graduate students preparing for educational personnel work. Member institutions appoint representatives on the Academic Council. The Board of Directors is elected by the Academic Council, by the sponsor members. There is a staff of four.

Looking Over the Employee Magazines

THREE EMPLOYEE MAGAZINES SIMILAR IN FORMAT AND CONTENTS have come across the editor's desk this month. Let's compare them. The first is already familiar to PERSONNEL JOURNAL readers. It is H. P. HOOD and Sons' *Spotlight*, a 32-pager 8½" x 11". The magazine has lots of photographs. A graphic article of real interest in the January-February issue is "The Story Behind a Suggestion Award." A case history of one man's idea from original suggestion to award is outlined. Each step is pictured. On the same page is a table showing recent organization changes. Across the top of this chart the name of the employee is given, his location, his former job, his new job, and his new location. The names of the employees are ranged down the left hand column according to the week in which the change took place. A brief quiz, "Do You Know Your Business?" asks questions about company products, with multiple choice answers.

Everything in *Spotlight*, with the single exception of an article on how to prepare your income tax return, is about the company, its products and employees. Even the cover carries a picture of three employees. There is a message from Harvey

P. Hood, an article "Forty-eight Years Selling Milk," another on "What Makes a Company Grow, Hartford Milk Branch Provides an Example." There is a description of a new kind of ice cream. Fully half of the magazine is devoted to news reports from the many branch offices, to pictures of employees, and news of their activities. Even the one small item that could be classified as "filler" is about cows, and they might be considered company "employees."

Jane A. Donovan, Editor of *Spotlight*, has gone on military leave of absence to join the Women's Air Force. According to the January-February issue, work of the Employee Information and Services Section of the Personnel Department, of which *Spotlight* is a part, is being re-organized. Dora L. Anderson, Manager of Employee Information and Services, will resume the editorial duties on *Spotlight*, along with her other responsibilities. Her assistant editor is Peggy Lordan. *Spotlight* will continue on the bi-monthly schedule which was begun in 1952.

All of which brings up an interesting point that *Personnel Journal* readers might like to discuss in these columns. How is your employee magazine staffed? Does an

editorial board share responsibility for the publication? Is the editorship a sort of extra-curricular activity? Or do you have a full-time, paid editor? Have you tried several different ways of publishing your magazine, and found one more satisfactory than others? Your experience may be very helpful to other readers. Won't you tell us about it?

MUCH LIKE SPOTLIGHT IN SIZE AND FORMAT, IS GAS NEWS, monthly magazine of the MILWAUKEE GAS LIGHT COMPANY. However there are only half as many pages. *Gas News* goes farther afield for its subject matter. The lead article in the February issue, for instance, is on Milwaukee as a port. Perhaps the fact that the Gas Company is a public utility makes the magazine more community-minded. The cover carries out the port theme with a picture of old-fashioned sailing vessels on the front of the magazine, and a picture of a modern freighter on the back. An article "Contest Doll's Life Has Storybook Ending," describes a contest held for women employees to see who could do the best job dressing a doll. The finished dolls were sent to local orphanages. This sort of contest sounds like an effective two-way public relations idea. A two-page spread of vacation snapshots is the result of another contest for the employees. There is a full report on a Safety Convention, complete with pictures of those who attended, and the usual news items about employees. There is a feature on the last page on how to make a bed, bought from a national feature sales sheet.

BOATS ARE POPULAR. The cover and the feature article in the March issue of *The Visiting Fireman*, published by the FIREMAN'S FUND GROUP, describe the liner S.S. United States. The Fireman's Fund Insurance Company insures the ship. The article takes three staff members of the Company on a tour of the liner, in word and picture. A cartoon-story in the March

issue makes a clever analysis of company income and outgo, comparing the company's finances with the financial headaches of a character called Sam. To Sam it seemed "there was always too much month left at the end of the money." Where did the money go? The accounting of where the company's—not Sam's—money went is not only revealing but interesting. Two departments, "Let's Get Acquainted" and "People in Print," help employees know each other and their company better. This magazine carries only company material. Its editor is Wilma Nuotio.

A companion magazine *The Fireman's Fund*, also published monthly but measuring only 5½" x 7½", uses a considerable amount of non-company material. There are several short articles by various company agents, on such subjects as "Teamwork—In Action," and "That 51% Building Loss." There are also, however, articles on a scenic highway and many short fillers. Nelson Valjean is the editor.

SERVICE FOR EMPLOYEE PUBLICATIONS—that's both the name of a magazine and a capsule description. If you haven't seen it, we suggest that you write Editor Leslie Avery or Carl C. Helm for a sample copy on the house. The address is 14 West 49th Street, New York 20, N. Y.

Every employee magazine editor—particularly if he has to sandwich in his editorial assignment between other, perhaps more important, activities—is always in the market for good articles, briefs, and illustrations. *Service for Employee Publications* brings a monthly package of usable material. Use of a single cartoon from *Service* could easily save the economy-minded editor more than the \$9 cost of the whole year's subscription.

Let's look at a typical issue. Four or five articles, picked up from employee magazines, are published each month and analyzed for the benefit of other editors. The March issue, for example, reproduces

and discusses "Dollars at Work," from *Dow Diamond*, published by the Dow Chemical Company; "Would You Gamble," from *The Meter*, published by the Oklahoma Gas and Electric Company; and "Why I Chose Rheem!" from *The Rheem Record*, the Rheem Manufacturing Company. *Service* points out why these articles are timely and effective, and suggests ways in which the idea may be used by other magazines. The description and article combination undoubtedly will suggest many topics and treatments to an alert editor. An original article in the February issue, "Handling Art Work," is sure to be very helpful to most editors.

The second section of the magazine consists of cartoons, features and fillers, ready for the use of paid subscribers. Mats are supplied, without charge, of all illustrations and cartoons. The magazine is so arranged that material can be reproduced direct from the printed copy by off-set. The magazine is published by the National Association of Manufacturers in the interest of constantly improving employer-employee relations.

ACTIVITIES OF EMPLOYEES'S RECREATION CLUB are reported in the February

issue of *Lab-oratory*, publication of the JET PROPULSION LABORATORY, California Institute of Technology, Pasadena. According to the report, The Jet Propulsion Laboratory Employee's Recreation Club was formed to make available to members and their families a wide field of recreation and social activities, offer members various conveniences such as discounts on retail purchasing, and to improve employee-management relations. Through the forming of sub-clubs (interest groups) membership was considerably increased. Eight groups are now functioning: a baseball team; winter bowling league; summer bowling league; rod and gun club; golf club; volley ball team, basketball team, and badminton club. The total number of participants is 576. Bowling seems to be the most popular sport. David B. Browne is the editor of *Lab-oratory*.

UNITED AIR LINES EDUCATION AND TRAINING DEPARTMENT publishes a small magazine, *Mainline Management Memo*. This magazine seems to be composed entirely of reprints from other publications. The collection is convenient, and the selection good. We may be prejudiced, of course, because a recent issue includes a PJ article!

What's New in Publications

SECURITY IS A HEADACHE for many companies. A new booklet *Industrial Security* may be the right prescription. FAIRCHILD CAMERA AND INSTRUMENT CORP. has developed a new photo-identification process, described in the booklet, which can be set up and operated in the personnel office by a clerk or secretary. By using this special polaroid ID camera, permanent photo-identification can be in the hands of the new employee six minutes after he is photographed. No darkroom or chemicals are required. Even plant visitors can be issued photo-identification cards while

waiting at the gate. The booklet explains the photographic process. Various badges and badge-making processes are also described. Write Giff Hampshire, Director Public Relations, Fairchild Camera and Instrument Corp., Robbins Lane, Syosset, L. I. N. Y.

EMPLOYEE MORALE IS GIVEN A BOOST by *Our Story of Service and Success for 1952*, published by CONFEDERATION LIFE REPRESENTATIVES AND STAFF. Several stories of service are told, describing incidents where the company was able to be unusually

helpful. Listed also are services to beneficiaries, policy-owners, and communities, as well as educational benefits, staff statistics, group welfare plans, appointments and promotions. This cheerful account of company policy and purpose should make good reading for employees.

A RECRUITMENT PAMPHLET OF INTEREST is *Careers at Gray*, published by the GRAY MANUFACTURING COMPANY, of Hartford. It is pocket-size, 32 pages plus cover, printed in two colors. Gray manufactures an electronic sound writer and does specialized work in radar, advanced electronics, telegraphic recording and reproducing apparatus, mechanical and electronic communications systems and color television. The firm employs about 1000 people. The pamphlet tells about the company products, facilities, opportunities and policies, and the community in which the company is located. An accompanying letter offers, through the local newspaper, more material about Hartford.

AN EFFECTIVE ORIENTATION BOOKLET is put out by RICH'S DEPARTMENT STORE in Atlanta. History, development, and services are all described informally, pointed up with gay drawings. Rich's, according to the booklet, is more than a store. It's an entire community within itself. Population, communication, publicity, transportation, night-life (janitorial and maintenance work), imports and exports, diplomatic corps, chamber of commerce, educational facilities . . . all are part of this community. The second section of the booklet deals with more personal matters, such as where you can eat, what to do if you're ill, overtime, personal finances and insurance, and recreational outlets. There is a warm welcome for new employees in this successful little book.

THE FIRST NATIONAL BANK OF ATLANTA puts out an orientation pamphlet

that's more dignified in appearance. It is in the form of an ordinary black looseleaf notebook, but there are amusing cartoon illustrations inside. The notebook arrangements allows the employee to add comments and notes of his own. This handbook includes an alphabetical directory, which should prove a convenience. Officers and directors are also listed. The first section is called "A word of comfort" which, together with the black cover, strikes a rather funereal note. But the contents are cheerful enough.

THE BUSINESS OF COMMUNICATING WITH EMPLOYEES is summed up in a reprint of an address by Neil McElroy, President, The Procter and Gamble Company, Cincinnati. The leaflet is called, *Communications, a Way of Working with People within a Company*. Mr. McElroy says, "We conceive of communications essentially as a way of working with our people. Good communications with us results from having something to communicate: sound policies, beliefs and principles of operation. Having that, we make use, wherever we can, of personal communication."

THE INCREASING PRODUCTIVITY OF OUR INDUSTRIAL SYSTEM is considered in a new publication of the Institute of Industrial Relations. *Productivity* is written by Peter O. Steiner, and William Goldner. The foreword states that "The American economy has expanded its output tremendously during the last century, largely because of the increasing productivity of our industrial system. . . . Increased skills and effort, improved machines and plant layouts, better qualities of raw materials, and more imaginative direction and management—all of these contribute to the increased efficiency of our production and provide the basis for an increased amount of reward."

The booklet is divided into three parts, the third being of greatest interest

to personnel people. This section is called, "Productivity and Industrial Relations," and discusses collective bargaining provisions affecting production and productivity. Three headings come under this subject; types of bargaining provisions, labor's fear of technological change, and programs of union-management cooperation. Under "Productivity Measures as a Guide for Wages," the authors take up incentive wage plans, wage policy based on productivity measures, problems involved in productivity-wage policy, and sharing gains in productivity. The booklet may be ordered from Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, California.

WAGES COME IN FOR AN EXHAUSTIVE ANALYSIS in the Bibliography series No. 1 of the NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS at Cornell. *Guaranteed Annual Wage and Employment Plans*, by Philomena Marquardt Mullady, starts off with a twelve page statement answering such questions as: "What are they?" "Where are they?" "Why have some plans been abandoned?" "Why are people interested in guarantees?" "Will guarantees prevent depression?" "How do you set up a guarantee plan?" "How is a plan administered?" "What is the role of government?" A bibliography follows. Copies are free to residents of New York State. There is a 15¢ charge for out-of-staters. The publication is available from the New York State School of Industrial and Labor Relations, Cornell University, Ithaca.

A CASE STUDY IN MANPOWER has been published by the UNITED STATES DEPARTMENT OF LABOR. *The Mobility of Tool and Die Makers, 1940-1951* is a survey of the work experience, training, and personal characteristics of workers in a critical occupation. The booklet begins with a summary of survey findings, There is a section on the manpower implications of the study.

Over half of the booklet is devoted to charts and tables. This technical study concludes that more than half the workers did not change jobs, that mobility was affected by age and education, that automobile workers showed greatest degree of employer attachment and that economic betterment was the main reason given for changing jobs. An important implication of the survey is that the nation can no longer, as in the past, count on the immigration of trained workers from other countries. The Bulletin, listed as No. 1120, may be ordered for 35¢ from the United States Department of Labor, through the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C.

IF YOU USE TESTS for selection and placement of new people, as a guide in planning training programs and so on, you will want to have the 60-page CLASSIFIED INDEX OF TESTS AND REVIEWS. Published by The Gryphon Press, 220 Montgomery Street, Highland Park, N. J., this was offered to our readers without charge in an advertisement in our April issue. Copies are still available.

Main purpose of this Classified Index is to promote the sale of the *Fourth Mental Measurements Yearbook*, a "monumental" encyclopedic volume edited by Oscar Krisen Buros. But the Index by itself should be highly useful to the personnel man who wants to know what tests are available for various measurements. The Index classifies tests under thirteen headings, such as Character and Personality, Intelligence, Mathematics, Reading, Sensory-Motor, Vocations, including Salesmen. Test reviewers whose judgments may be found in the Yearbook are listed alphabetically. Names and addresses of test publishers are given, including that of Aptitude Test Service.

You would normally expect to be charged for such a comprehensive booklet as this. Better request a copy before the publisher finds out he could!

Just Looking, Thank You

Reader Prescribes Books for Personnel's "Two-Foot Shelf"

In this same spot in January readers were asked (1) What books would be most helpful to a man just starting in personnel work—for example, one just assuming the job of personnel director in a unionized plant of some 200 people, and (2) What books an experienced personnel man would want to keep around him in his office or at home. A "Two-Foot Shelf" for personnel people was suggested, comparable to Dr. Eliot's famous "Five-Foot Shelf" for general consumption.

We are immensely indebted to our friend Richard S. Uhrbrock for the real thought he gave to compiling an excellent list of books which, it looks to us, would just about fill that shelf. Dick heads the Research Department of Procter & Gamble Company's Industrial Relations Division, at Cincinnati. Before presenting his list we'd like to quote a couple of paragraphs from his letter.

"Incidentally," says Dick, "I should like to point out that there is a great need for a good book in the field of industrial training. I don't mean a survey of current practices, such as was done so well by the Psychological Corporation under the direction of Walter R. Mahler and Willys H. Monroe, 'How industry determines the need for and effectiveness of training.' (PRS Report No. 929, 15 March, 1952)

"Instead, we need a book that illustrates the operation of the learning process, in all its ramifications, in the industrial situation. We need theory and philosophy, as well as practice, described in terms that will show conclusively that training is a production process. It is the process that takes the raw material (the green man) and converts him into a finished product (a trained man for a stated situation). It should be viewed as a never-ending

process that can be described, planned for, and evaluated.

"The trouble with most of the literature in the field of industrial training is that it lacks a unifying theory. I, for one, believe we should base our training programs on an understanding of the S-O-R bond concept."

DICK UHRBROCK'S 2-FOOT BOOK SHELF

"The project to assemble a two-foot shelf of personnel books", says Dick, "is very interesting. In browsing through our Technical Library, I have selected sixteen books that should prove of value to the man who wants a sound foundation for a career in personnel administration. I have tried to keep the usual categories in mind, and have aimed at selecting books that are scientifically sound and written in understandable style. I have included one Handbook and two collections of Readings. These bring together, in admirable form, many magazine articles that make valuable contributions to technique and viewpoint.

"I make no apology for the heavy loading of writings of psychologists. After all, personnel administration is concerned primarily with human relations. These books, with the excellent bibliographies which they contain, should lead the serious student to the major writings in the personnel field."

1. Allen, Charles R. *The Instructor, The Man and The Job*. Philadelphia: J. B. Lippincott & Company, 1919. Pp. vii + 373.
2. Bakke, E. Wight and Kerr, Clark. *Unions, Management and the Public*. New York: Harcourt, Brace and Company, 1948. Pp. xx + 946.
3. Barnes, Ralph M. *Time and Motion Study*. New York: John Wiley & Sons, Inc., 1949. Pp. xii + 559.

4. Bingham, Walter Van Dyke. *Aptitudes and Aptitude Testing*. New York: Harper & Brothers, 1937. Pp. ix + 390.
5. Bingham, Walter Van Dyke and Moore, Bruce Victor. *How to Interview*. New York: Harper & Brothers, 1941. Pp. ix + 263.
6. *Dictionary of Occupational Titles, Part I, Definitions of Titles*. U. S. Dept. of Labor, Job Analysis & Information Section, Division of Standards and Research. Washington: U. S. Government Printing Office, 1939. Pp. xxxii + 1289.
7. Ghiselli, Edwin E., and Brown, Clarence W. *Personnel and Industrial Psychology*. New York: McGraw-Hill Book Co., Inc., 1948. Pp. xiii + 475.
8. Guilford, J. P. *Psychometric Methods*. New York: McGraw-Hill Book Co., Inc., 1936. Pp. xvi + 566.
9. Maier, Norman R. F. *Psychology in Industry*. New York: Houghton Mifflin Co., 1946. Pp. xvi + 463.
10. Mee, John F. (Ed.) *Personnel Handbook*. New York: The Ronald Press Co., 1951. Pp. xi + 1167.
11. Moore, Bruce V. and Hartmann, George W. *Readings in Industrial Psychology*. New York: D. Appleton and Company, 1931. Pp. xxxix + 560.
12. Moore, Herbert. *Psychology for Business and Industry*. New York: McGraw-Hill Book Company, Inc., 1939. Pp. xi + 527.
13. Roethlisberger, F. J., and Dickson, William J. *Management and the Worker*. Cambridge, Mass.: Harvard University Press, 1939. Pp. xxiv + 615.
14. Strong, Edward K. Jr. *Vocational Interests of Men and Women*. Stanford, California: Stanford University Press, 1943. Pp. xxiv + 746.
15. Tiffin, Joseph. *Industrial Psychology*. New York: Prentice-Hall, Inc., 1942. Pp. xvi + 386.

16. Yoder, Dale. *Personnel Management and Industrial Relations*. New York: Prentice-Hall, Inc., 1948. Pp. xi + 894.

How would *your* list compare with Mr. Uhrbrock's? Which listed books, if any, would you replace with what other titles? What unmentioned book has helped you—and why? This is a free-for-all; everybody's invited to take part.

Head Man Hardier?

The Boss is sick less than workers under him, and on the average lives as long as others in his plant and office. He may develop ulcers. But apparently the mental and physical assets that lifted him to the top of the heap help him dodge or shake off ailments that lay his employees low.

That's what Dr. C. D. Selby, University of Michigan School of Public Health, told fellow doctors at an American Academy of General Practice meeting in March. "Of all factory workers," he said, "the men of management, from supervisors straight up to the top, are the people who really have take-home worries, but their disability rate is not high.

"It is suspected that they become immune to the effects of problems over which they have little or no control, or in the solution of which they have done the best they were able to do under the circumstances. If the men of management were unable to do this they would not long survive as management, for theirs is a rugged life."

The doctor was referring mainly to "voluntary" ailments. "Involuntary" ailments are something else again. These may result from built-up tensions that explode internally and cause ulcers. High executives apparently have less resistance to these.

We wonder whether comparative health statistics are affected by the fact that many employees feel they must "report sick" when they want a day off—

while the Boss can take off for a round of golf with no questions asked?

Look Looks at Working Women

Research Institute of America set out to give foremen and supervisors who are associate members of the Institute some tips on how to handle women on the job. Male staff members, the story goes, made so little headway on the project that the Institute was ready to give up and tackle something easier. Then a woman editor in the human relations division, one Phyllis Brown, took over. "How to Handle Women" is the article she mothered in the March 24 issue of *Look*.

The article starts with this statement: "To supervise women successfully, you have to recognize in what respects they are different from men, treat them accordingly *and not let them know it.*" Women are different and all of them, "including those who won't admit it", want to be treated as such.

One distinctive trait that has to be taken into account: they "take things personally". "A woman tends to see almost everything in terms of herself." Rarely can a woman realize that it's possible to consider her work as apart from her as a person.

Women are sensitive—so, never forget to sweeten criticism with words of appreciation. Women are more interested in people than men are, and less interested in things. "Most of the women who work for you could give you more information about the other people in the department than a dozen personnel files could hold." Because they're interested in people, they gossip. If they don't have the information on which to base their talk, they'll invent and circulate rumors. "So give heed to the requirements of the female intercom . . . if your type of work allows it, give the

women an opportunity to talk together frequently." They'll work better that way.

After some special attention to 1. The Career Woman, 2. The Old Maid, 3. The Mature Married Woman, 4. Waiting for "Mr. Right", 5. The Teenager, this worthwhile article concludes, "But the average woman is predictable to this extent: If she feels that she is being treated fairly and that you recognize and like her as an individual in her own right, her gratitude will show up in her cooperation and real application to the job at hand. Can you ask for anything more?"

Conference on Profit Sharing

Profit sharing—as viewed by top management of companies with profit sharing plans, by a union officer, by the Bureau of Internal Revenue, and by college professors—will be the subject of a conference at Cornell University May 21 and 22, sponsored by the New York State School of Industrial and Labor Relations.

Col. Cass Hough, executive vice president of the Daisy Manufacturing Company, Plymouth, Mich., will discuss factors influencing the establishment of profit sharing plans in industry and current trends in their development. Rawson L. Wood, president of Arwood Precision Casting Corporation, Brooklyn, and Julian J. Reiss, president of Northland Motors, Saranac Lake, will discuss creation and administration of profit sharing plans in small firms.

Company practice in handling profit sharing plans in non-profit years will be appraised by James Fetzer, president of the Gerstenslager Company, Wooster, Ohio.

Other speakers will tell: How a union looks at profit sharing and its effects; How Bureau of Internal Revenue approval of a plan can be assured; What the economic and legal aspects are. Executives interested in this important subject are invited to attend. The registration fee, covering "tuition" and lunches, is \$10.

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PERSONNEL DIRECTOR: Seven years of extensive personnel adm. exp. Successful record of achievement as Personnel Mgr. of plant employing 3000. Employed but seeking new challenge. Age 35, married, degree. Sal. req. \$11,000 per year. Midwest loc. preferred but not essential. Resume/interview at your request. Reply Box 207.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 217.

PERSONNEL PSYCHOLOGIST: Yale engineering degree and 3 years related experience. Columbia M.A. in vocational guidance (courses in psychology, testing, counseling, personnel administration, statistics, etc.) 2 years experience as job analyst. Seeking position in testing, counseling and related work, including research in industrial psychology. Age 29. Married. Prefer northeast. Reply Box 222.

PERSONNEL ASSISTANT: 2½ years experience in recruitment, selection, training, records management, research and statistics, wage administration, procedure writing, work measurement, and advising line officials on personnel policies and procedures. Plus 2½ years personnel experience as Naval officer. Presently employed as Assistant to Personnel Director of national organization with 700 employees. M.A. in Personnel Administration. Age 28. Married. Prefer New York-New England area or overseas. Available July. Resume on request. Reply Box 223.

PERSONNEL ADMINISTRATION: 3 yrs. experience employment and safety supervision. Employee training programs and industrial relations plans. Age 25. Married. 2 children. College graduate. Will relocate. Reply Box 217.

PERSONNEL ASSISTANT: 2 years experience in recruitment selection and induction procedure—training and experience in research testing and statistics. Also plant personnel experience (industrial relations—grievances procedures, etc.). B.A. Psych., M.S. Personnel. Age 26. Married. Prefer New England, New York. Presently employed as Personnel Assistant in national flour milling company with 3,000 employees. Available May 1. Resume upon request. Reply Box 226.

PEOPLE—PRODUCTION—PROFITS: Let's be frank!—Some who read this "ad" are interested in lowering employee turnover; they know that restless resources trim profits. Others look to lowered unit costs, reduced sick absence expenses and less accident-waste losses. All of us though in executive management seek one common goal—fair, reasonable profits. My field of work is mobilizing manpower resources and wrestling with practical personnel problems of people in production. To-date 13 years of progressively responsible experience is the result; development and directing personnel services tailored to the needs of the corporation. Thus far have successfully dealt with people in warehousing, clothing manufacture, purchasing, administrative-clerical, research in the biological and physical sciences and printing trade jobs. Present organization 5000, salary \$9000. Graduate degree in personnel-psychology; age 36, married, family, minimum salary \$10,000. Reply Box 227.

PERSONNEL MANAGER: M.A. Industrial Psychology, 5 years experience with large company in all phases of industrial relations and personnel management except labor relations. Successful record. Presently hold position of Asst. Industrial Relations Supv. Present salary \$7400. Age 33, married. Midwest location—west of Mississippi River desired. Available within 1 month. Reply Box 228.

PERSONNEL: Personnel man with Master of Personnel Service degree qualified for training, counseling, interviewing, research and other personnel functions, age 41, available June 15th. 6 years with public utility. Will locate anywhere. Complete personal data sheet including photo available on request. Melvin Geiser, 2403 Arapahoe, Boulder, Colo.

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EDWARD N. HAY, *Editor*

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Conference Calendar

JUNE

21-July 3 Pasadena, Calif.

California Institute of Technology. Sixth Annual Conference. Personnel Administration & Managerial Development. Robert D. Gray, Director, California Institute of Technology, Industrial Relations Section, 1201 East California, Pasadena, Calif.

JULY

8-10 Ann Arbor, Michigan.

University of Michigan. Sixth Annual Conference on Aging. Wilma Donahue, Chairman, Division of Gerontology, University of Michigan, 1510 Rackham Bldg., Ann Arbor, Mich.

19-22 East Lansing, Mich. Michigan State College.

College and University Personnel Association. Annual Conference. Donald E. Dickason, Executive Secretary, 809 South Wright Street, Champaign, Ill.

AUGUST

3 New York, New York. Hotel Statler.

Practising Law Institute. A Non-Profit Educational Institute. Summer Session Practising Law Institute, 57 William Street, New York 5, N. Y.

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Editor to Reader:-

WELL, THE RAILROADS HAVE ALL FINALLY SUCCUMBED to union pressure for the union shop. I have said enough in these columns about it already. In my opinion, it is a bad deal for the working man. A personnel man from one of the big railroads tells me that upon announcement of their capitulation to union demands for the union shop, they began to receive letters from the employees, criticizing the railroad for giving way. You will be interested to know that a large majority of these letters came from members of the union. Most of the criticism was directed at the increased power placed in the hands of the union, giving them a virtual monopoly over the lives of the working man.

INTERVIEWING IS THE MOST IMPORTANT TOOL in the kit of the personnel director or employment manager. Most people are hired as a result of one or several interviews. Although testing has slowly come into somewhat general use, it is still true that only a small proportion of all hirings are decided on the basis of anything except the interview. Somehow, all of us feel that we get a better appraisal of the applicant by interviewing him than by any other means.

Actually, in my opinion, this is a false conception. The things which determine the future success or failure of the new employee are the sorts of things which recur in successive cases. The real problem in the employment office is to find the elements for success and failure and balance them off.

For example, if the history of a certain job shows that left-handed people do not succeed in it, and therefore either quit or are relieved, then the first point to determine for such a position is whether or not the prospective employee is right-

handed. This does not require an interview. Indeed, there are better ways of finding it out with adequate certainty.

A turnover study in which I participated several years ago revealed, in a clerical group, that short-time residence in the city accompanied high turnover. This, too, was a matter which could be determined better by other ways than by interview—from a record of previous addresses for example. We made use of this information by carefully reviewing the family situation of an applicant who had recently moved into the area. This marks the point where the interview is really valuable; that is, to follow-up specific clues obtained by any means.

In spite of the fact that many things about an applicant can be determined better by other means, and in spite of what many of us know, that the interview is a very unreliable procedure, nevertheless many people stick to it as the one way to get information. In this issue is an important article by Palmer Wentworth in which he reports findings from about 100 interviews. When you read it, you will see that he carefully standardized conditions so that as few extraneous variables affected the result as possible. For example, every judge or "interviewer" had the identical information. He got it by a playback of a tape recording of the actual interview, initially held by an experienced interviewer.

A disappointing finding is that the author could discover no significant difference in the judgments of 38 personnel workers, as compared with the judgments of 62 men in other occupations. This should make employment and personnel people cautious about assuming that, because interviewing is their business, they can do it better than other people.

About 10 years ago I joined with Randolph Driver, now Assistant Director of Industrial Relations of the Atlantic Refining Company, Philadelphia, in a bit of research in the interview. We had some empty rooms available and we took two rooms which adjoined and put a glass partition, from floor to ceiling, between them. One room was completely dark and the other brightly lighted. We put a fine mesh, 40 x 60 wires per inch, copper screen against the glass partition on the side next to the dark room. The interview was held in the lighted room and a microphone was placed inconspicuously so that the entire conversation could be picked up and heard in the other room. It was amusing to stand in the darkened room—10 or 15 of us—and watch the interview, hearing every word that was said. We never embarrassed the applicant or interviewer. In fact, in the course of about 20 or more interviews, no applicant realized that there were people in the next room watching and listening.

With all these excellent facilities, it is embarrassing to record that we did not reach any satisfactory conclusion. We learned only that we more frequently disagreed in our interpretation of what was taking place than we agreed. I think from what we know now we could have done better. In my business—management and personnel consulting—we have clinical psychologists who can really “get the answers.” However, they do it, interestingly enough, not by their perceptive skill in the interview but by means which they use to get the applicant to tell you what you want to know. The principal devices for this purpose are what are known as “projective techniques.” That is, the applicant “projects” himself into a situation where he takes the part of another person. In this way he reveals how he is likely to behave in such situations.

There is another aspect of getting information from the applicant which I think is of paramount importance in the

whole process of appraising him. This is the “measurement” of the information received from him. That is, correct interpretation of what is learned from the applicant is the crux of the whole appraisal process.

This is an explanation at once of why tests at some points can do better than any interview, however skillful, and at the same time it explains why tests so frequently fail. Where tests are properly constructed, standardized and interpreted they will reveal information about the applicant with a degree of precision which can be satisfactorily interpreted. At the same time, tests improperly constructed, standardized or interpreted give misleading information. Furthermore, there are kinds of information which tests will not obtain or measure. Many people have, with their first flush of enthusiasm for tests, overestimated their importance and depended too much on them.

I started out to talk about interviewing. Along the way, I have wandered a good bit, yet with relation to the interview and its purpose. I conclude by recommending to your careful attention the article by Palmer Wentworth in this issue.

THOUGHT FOR PERSONNEL AND LABOR RELATIONS PEOPLE who sometimes have to deal with unpleasant characters who hit below the belt: “Never wrestle with a pig; the pig enjoys it, and all you do is get dirty.” That’s the advice of Cyrus S. Ching, one-time director of the U. S. Mediation and Conciliation Service. We came across it in an excellent “external” house organ published by the Philadelphia Quartz Company.

THERE HAS BEEN CONSIDERABLE INTEREST in our query as to the content of a “two-foot shelf” of books for the personnel man. Among others, M. H. Fox, Supervisor of Salary Standards and Employee

Services with the British Columbia Electric Railway Company at Vancouver, sent a list of books for which we want to thank him and which we hope to present soon.

Our friend "Mac" McKeand, Director of Employee Relations of the Merchants and Manufacturers Association, Los Angeles, takes us mildly to task for our statement in March that he "evidently was not thinking of business at all" when he suggested *The Bible*, *Aesop's Fables*, *Mother Goose*, *The Rise and Fall of the Roman Empire*, *The Wealth of Nations*, *Walt Whitman's Verses*, *Poor Richard's Almanac*, *Carl Sandberg's Lincoln*, and *Your Rugged Constitution*.

"To the contrary," says Mac, "I had business in mind, but of what avail are technical books if one does not have the human approach in applying what he learns from reading the book? The books I quoted, if read and considered, give one the full gamut of human emotions and history, and the wealth of knowledge which can be gained from these books equips the reader to meet any technical problem."

Apropos his thought, which makes good sense, the following quotation from Emerson appeared on the back of a book mark in a volume we picked up recently.

"We owe to books those general benefits which come from high intellectual action. Thus, I think, we often owe to them the perception of immortality. They impart sympathetic activity to the moral power. Go with mean people, and you think life is mean. Then read Plutarch, and the world is a proud place, peopled with men of positive quality, with heroes and demigods standing around us who will not let us sleep."

MOST OF US are quick enough to complain when something goes wrong, but slow to congratulate or express apprecia-

tion when things go right. It takes only a little time and thought to compliment an associate on a good job, or to write a friendly line to a supplier in acknowledgment of good service. Taking occasion for such gestures not only gives the other fellow a lift, but does something for you too. A subscriber quite unnecessarily wrote the editor and assistant editor the other day, "I read *Personnel Journal* for February from one cover to the next. I was very impressed with the material in it, and feel that it is one of the most helpful booklets that I have had the pleasure of reading for some time." Helped make the day for us—and did something to cement a friendship.

THE NATIONAL ASSOCIATION OF MANUFACTURERS is concerned—as who isn't?—about the ruinous effect on business of the excess profits tax. They say it hits hardest the comparatively small companies with less than 500 employees. Attributed to the tax, which takes as much as 82¢ out of a dollar of earnings, are "plans for expansion scrapped by lack of funds, present and future jobs killed, blows to community prosperity, waste and higher costs, new products abandoned, enforced and unsound borrowing, and losses of benefits to employees."

The people, by which we mean voters in general, seem curiously apathetic—or maybe *hopeless* would be a better word—about the whole tax and government-cost situation. Are all of us doing what we can to arouse a tax-cutting hue and cry—to bring pressure to bear where it will do the most good?

Ned Hay

Employment interviewing is among the most important—and time consuming—activities of many personnel offices. Unfortunately, the average interview is quite unreliable; who's hired depends too much on who interviews. This article reports a notable experiment, and tells how interviews can be made more effective in the selection of good people for specific jobs.

How to Improve Employment Interviews

By PALMER WENTWORTH,
Personnel and Industrial Relations Consultant
Los Angeles

TO WHAT EXTENT does the question of whether a particular applicant is hired for a particular job depend upon who interviews him?

During the past year and a half the writer has carried on an interesting, although not entirely scientific, experiment in employment interviewing. Its purpose has been to learn more about how and why different people's reactions to the same interview will differ.

The same recorded employment interview was played to a number of groups. Listeners' impressions of the applicant were obtained from questionnaires filled out immediately after hearing the interview. One hundred questionnaires were studied. Those questioned were 14 company presidents, vice presidents and top line executives; 38 personnel men and women; 33 members of a college class in personnel administration; 15 teachers, ministers, government supervisors and others.

There were no important differences between impressions recorded by people in one occupation as compared with those of people in another occupation.

EVERYONE HAD THE SAME FACTS TO GO ON

Before the recorded interview was played, a description of the applicant and the background of the interview was read to each group. It was explained that the president of a small company was interviewing a candidate for the job of executive secretary. The woman had been previously interviewed by the personnel manager. Her last employer had recommended her highly and she had made high scores on typing and dictation tests.

Each person who heard the interview was asked to check on a five-step scale how each of five items in the interview affected his impression of the applicant. Here are the results:

Interview Item	Listeners' Impressions of Applicant				
	Very Favorable	Favorable	Neutral	Unfavorable	Very Unfavorable
Applicant's age (42).....	8	42	29	19	2
The fact that she accepted and smoked a cigarette offered by the president.....	6	12	28	46	8
Her description of what she felt job of executive secretary called for.....	15	66	8	9	2
Her reasons for leaving her last job.....	1	18	28	49	4
General, over-all impression of her as candidate for the job.....	3	48	23	26	—
	33	186	116	149	16

All of the respondents heard exactly the same voices and words. The wide range of impressions points up some of the common faults of the interview.*

Advance Planning. The spread of reactions to the applicant's age would undoubtedly have been narrowed had an age range been set for the job in advance. If the president had said, "I want someone between 35 and 50," there would have been little reason for reactions to her age to differ.

The obvious conclusion is that criteria by which applicants will be judged should be determined in advance of the interview. The best way to do this is to make an objective, statistical comparison of the qualifications of people who have succeeded and failed on the job. Obvious? Simple? Yes. But have you done it—in a truly objective manner? Few have.

SHOULD ELIMINATE BIAS AS FAR AS POSSIBLE

Bias. Probably the greatest single weakness of the interview is the bias of the interviewer. The spread of reactions to the applicant accepting and smoking a cigarette offered by the president is purely a matter of individual bias. You and I and all people are biased in favor of and against many things. And employment interviewers have no special immunity. Because our biases afford us a large measure of security, we are not greatly interested in recognizing and eliminating them. Yet, eliminate them we must if we are to improve our interviewing skill.

How can you eliminate your biases? You can't entirely. But some progress has

* It might have been expected under the circumstances in this case that the composite judgment of personnel people would be measurably different from that of company officers, college students and other groups. But Mr. Wentworth says, "There were not any differences in the responses of the four different groups that were of sufficient significance to merit special attention . . . In fact, the personnel group showed a smaller deviation from the mean of the responses of the total group than did any of the other three." To our mind, this is another indication of the shocking unreliability of the usual employment interview.

been made through group discussion and analysis. It is much easier to see the other fellow's biases than your own. And once you have recognized them in someone else, it is easier to see them in yourself.

Another method is to test a possible bias against facts. Suppose you believe that rehires do not stay on the job very long. It is a simple matter to compare the length of service of a sample group of rehires with that of a matching group of non-rehires. Since we seldom recognize our biases, every criterion we use in selection is a possible bias. Check each one against the facts.

Job Descriptions. Reactions to the applicant's description of the job of executive secretary showed the greatest degree of agreement. This was probably because a description of the job was read to the listeners before they heard the interview.

Use of job descriptions in the employment interview tends to increase thoroughness and objectivity. They are of greatest value when the interviewer has had a hand in developing them.

Jumping at Conclusions. In the interview, the applicant was asked why she left her last job as secretary to the president of a company where she had worked for eight years. She stated that the company had just acquired a new president, but she evaded giving a definite reason for leaving. Many listeners assumed she was evasive because she wanted to cover up information unfavorable to her.

The truth is that the new president's interest in the applicant was not confined to business. The applicant, who was happily married, was unable to cope with his very insistent advances and hence felt it necessary to resign. Since the man was a well-known figure in the community, she felt it unwise to go into detail in the interview. Instead of covering up information unfavorable to her, as many of the listeners assumed she was doing, she was being discreet.

TOSS OF A COIN WOULD HAVE DONE ALMOST AS WELL

It is most difficult to avoid jumping at conclusions. To do better on this score, we must get all of the facts. We must withhold judgment until all of the facts are in and carefully analyzed.

Too many of us fail to prepare in advance for the interview. We fail to establish qualifications on a sound basis. We do not give enough consideration to what questions will bring out the most information. We fail to consider our biases. We do not use job descriptions. We jump at conclusions. In short, we tend to interview off the cuff.

Fifty-one of the listeners indicated an over-all favorable impression of the applicant. Forty-nine were neutral or unfavorably impressed. This leads us to theorize that whether a particular person is hired for a particular job depends upon who interviews him.

How can we become more objective?

The Standardized Interview. When sufficient advance study and planning takes

place and a standard interview is developed, we have a much more objective selection instrument. Standardization does not mean an interview so rigid there is no longer room to consider individual differences in applicants. It does mean the interviewer uses a check list of questions carefully chosen because (a) they will bring out the information desired most effectively (b) they cover all aspects of the job (c) they minimize interviewer bias (d) they are carefully worded to reduce misunderstandings.

Some parts of a standardized interview will apply to all jobs. Other parts apply to all shop jobs or all white collar jobs. Still others apply only to one job family. Carried far enough, certain parts may apply only to one job. No standardized interview can be valid in its entirety for all jobs. The inevitable compromise between what you know to be the best selection procedure and what you have time to do will determine how far you can standardize your interviews.

About the Authors

Palmer Wentworth, "a constant reader of P. J. from way back before the time when Ned Hay took over", earned his A.B. at the University of Pennsylvania, Philadelphia, in 1936. Following five years in hotel management, he was Director of Engineering Training for Ryan Aeronautical Co., San Diego; Supervisor of College-Level Training, and of Customer Training at Consolidated-Vultee Aircraft Corp., San Diego; Director of Industrial Relations, Ellinwood Industries, Los Angeles; for five years Director of Industrial Relations, Joyce, Inc., Pasadena, Cal. For the past two years he has conducted his own consulting business at Altadena, Cal.

Chris Argyris is Research Project Director at the Yale University Labor and Management Center, New Haven. He received his Ph.D. from Cornell. Is Visiting Lecturer in Management at Columbia University's Graduate School of Business; consultant on Human Relations in Industry to the Public Health Service. Currently directing human relations research in banks and industrial organizations.

Mrs. Audrey E. Heusser came to the field of industrial publications in 1944 after 22 years as a reporter and feature writer for several Connecticut newspapers. Now Publications Supervisor of Olin Industries, Inc., New Haven, she has served as secretary, vice president and president of the Connecticut Industrial Editors' Association. This year she was C.I.E.A.'s representative, among editors from over the country, who judged the annual contest of the International Council of Industrial Editors.

Ernest de la Ossa majored in Economics at Columbia; graduated in 1937. He followed up with special industrial relations study at Harvard. After several years with R. H. Macy & Company in employment interviewing, training, counseling and the like, in 1943 he went to the National Broadcasting Company as Asst. Personnel Manager in charge of a job evaluation survey. In 1946, as Director of Personnel, he added Labor Relations to his Personnel Administration duties. His educational, business and social affiliations are numerous.

What qualities, mainly, contribute to executives' success? Your answer is important not only to you personally, but to those for whom you may be setting up development programs. The author, in a talk made at Columbia's Graduate School of Business, itemized ten executive attributes as a starter and tried to be specific about them.

Some Characteristics of Successful Executives

BY CHRIS ARGYRIS,
Labor and Management Center, Yale University

RECENTLY, I have attended a few workshops where some of the country's leading executives came to discuss problems of interest to them. Although they presented to these seminar groups a wide range of problems, almost all seemed to agree that one of the most important is the development of future executives.

While discussing this subject, the executives time and time again asked each other, "What are the characteristics of successful executives?" The fact that many of them were acquainted with what has been written on the subject made me wonder why they were asking. Before I could question them, one of the participants mentioned a possible answer.

He suggested that, in his experience, lists of characteristics of successful executives tend to be worded in general terms that do not reflect true-to-life conditions. For example, it is difficult to pin down in concrete terms and actual behavior such characteristics as honesty, integrity, courage, and loyalty. Someone else wondered if "honesty" meant that executives never lied. The group broke out into laughter, which was probably as direct an answer as could be obtained.

NEED TO DEFINE YOUR TERMS

In another conference, a group of executives wondered exactly what it meant to be "loyal." They wondered if the word really had the same meaning to everyone. When would an executive be loyal? When would he not be loyal? Some suggested that the executive who ate, slept and lived his job was really loyal. But others immediately questioned the implication that hard working executives who can forget their jobs at the end of the day were not loyal. The point we are trying to make is that,

in these particular workshops, many of the lists of characteristics of successful executives did not seem to have much relevance when applied in "real life."

Experiences such as these cannot help but stir one's thinking. They certainly affected me. I decided to re-examine all the notes I had made during various interviews with executives in numerous organizations. I thought it would be interesting to study these notes, and see if I could uncover any ideas of value in drawing up a list of characteristics of successful executives that might be down-to-earth and realistic.

Before I go over the results, let me make a few introductory comments.

1. First, I am limiting myself to executive leadership that operates in *competitive* situations.
2. Second, I am concentrating on characteristics that seem to me to be helpful in becoming and remaining a successful executive. I am not discussing the *characteristics of organizations* that make for, and provide reinforcement for, effective leadership. I am placing this limit, not because I believe we can separate the two, but simply because of lack of space and time.
3. Finally, I would like to make it clear that the listed characteristics come from observing numerous executives. No one individual executive has, or is even expected to have, all of these abilities to the fullest extent.

In view of the above limitations, let me emphasize that this list is *not* the "final word" but is primarily designed to stimulate discussion and thought.

1. Exhibited High Frustration Tolerance

Some executives seemed to be able to work effectively under frustrating conditions. They were able, for example, to work hard on a project knowing full well that their hard work might not gain them anything in the end. Others could accept temporary frustration—of not being able to realize present-day, immediate desires—in order to achieve their longer range desires. While experiencing frustration, they did not "blow up" at the smallest provocation. If they deemed it necessary to hold their feelings back, they were able to do it without impairing too much their ability to think clearly and logically. Still others seemed to have developed methods to release tensions that arose from frustration. Participating in or watching sporting events, taking long walks, talking to themselves, were examples of such "release" methods.

2. Encouraged Full Participation

The ability of executives to permit people to discuss and pull apart their decisions, without feeling that their personal worth was being threatened, seemed to be another interesting characteristic. This was true whether they were dealing with superiors or with subordinates. They seemed to encourage everybody's participation in the true sense of the word.

If, for example, the executives called a meeting with their subordinates to solve a problem, they never began this meeting with a few "suggested solutions." First, they would find whether their subordinates actually saw the problem as they did. Then, they would help the subordinates to develop as many reasons as possible for the existence of the problem. Finally, they would encourage the subordinates to suggest some solutions to the problem in light of their own analysis. The executives participated, but they tried to present their ideas after all the others were "on the table." They did their best to participate with a minimum of control over the others.

To be sure, there were numerous times when the group came out with the same answers that the executives had before they went into the meeting. But this did not worry the executives. They seemed to feel that there were other long-range rewards in running meetings this way. Among other advantages of the full-participation meetings were these: (1) Executives saw their subordinates' abilities to analyze problems "in action," and thereby formed a more realistic evaluation of their subordinates; (2) Subordinates were helped to learn to work together as a cooperative group with minimum dependence upon a leader; (3) Subordinates obtained a clearer idea of overall organizational problems by being brought into groups where they were forced to hear other people's point of view even before they heard the boss' point of view; (4) Subordinates were shown by actual behavior, and not merely by words, that the executives were genuinely interested in real participation wherein every subordinate was encouraged to express himself.

Some of the executives, we might add, were able to enter a conference situation with their own answers "in mind" but kept so well hidden that after the subordinates made a few recommendations and were asked which of these recommendations they believed their boss liked most, they were unable to reply accurately.

3. Continually Questioned Themselves

The executives seemed to be willing to examine themselves carefully. As one executive put it, "I continually ask embarrassing questions of myself." This does not mean that they were constantly critical of themselves. On the contrary, they seemed to have a substantial respect for their "personal selves." If, for example, they made an error, they would try to understand their mistake without becoming too upset over their personal responsibility for it. It was as if they were saying, "Sure, I made a mistake. I realize it. But, when I made it, I felt that I was doing the best I could with all the resources available to me at that time. Obviously that wasn't enough. Now I wonder what I can do to prevent another similar error from occurring? What can I add to my knowledge of myself to help me become a better leader?"

These executives, we would like to emphasize, were keenly aware that their personal biases, their personal ways of seeing the world, were not necessarily the only or the best ways of viewing the world. They respected their own judgment, not as always being correct, but as always being made with the best possible intentions.

Their self respect seemed to enable them to respect others. Harry S. Sullivan, in *Psychiatry*, once said, "It is not 'as ye judge so shall ye be judged', but as you judge yourself so shall you judge others."

In other words, we are trying to suggest that some of our observations indicate that for a person to respect others, he must first respect himself. A person tends to feel about others as he actually feels about himself. Following this argument to its logical conclusion suggests that a person who does not exhibit much respect for others, does not have much respect for himself.

4. *Understood "Laws of Competitive Warfare"*

The executives admitted that they were living in a competitive world. "There's no way of getting around the fact that we live in a competitive world where you have to look out for yourself." Although they would not agree that it was fair to call it a "dog-eat-dog" world, they agreed that they had been "nibbled at" at times.

They recognized that there are rules of warfare, and were able to describe them quite accurately. In other words, they knew the rules thoroughly. Moreover, few of them saw any likelihood that the situation and the rules would change. The rules were here to stay.

When their fellow executives dealt with them in keeping with these rules, the executives did not feel threatened. In other words, if someone showed a little "fight" (i.e. competitive spirit) they didn't become hostile toward that person nor did they feel that he was "out to get them." They seemed able to accept hostility from others without giving any overt indication that they were hurt very much.

5. *Expressed Hostility Tactfully*

Many of these executives could "dish out" such hostility as gracefully as they could receive it. They seemed to have the ability to express their own irritation and hostility without permitting it to run wild and overwhelm them and the other person. They were able, for example, to let the other fellow know, in no uncertain terms, that they didn't like what he did to them, and they did this with a minimum of unfriendliness and overt antagonism.

6. *Accepted Victory with Controlled Emotions*

The same attitude that was exhibited in terms of defeat was also exhibited in terms of victory. The executives never seemed to become wildly elated when they achieved an important goal. To be sure, they celebrated, they smiled, they "felt good inside." But they never seemed to become "over-excited," or to "make a fuss" over their victory.

7. *Defeat Never Shattered Them*

Still other executives were able to take defeat without feeling that they were all

"washed up." They seemed to have the ability to face an important loss without permitting their personalities to become shattered. This did not mean that they did not feel badly, and unhappy, or discouraged. They did and they said so. But, as their pent-up feelings had adequate expression, they seemed to be able to "snap out of it" and start thinking of the next goal or the next problem they would probably face.

8. Understood Necessity for Limits and "Unfavorable Decisions"

Some executives seemed to feel that in their competitive world there were bound to be handed down decisions that they did not like. They understood the fact that higher authorities would find occasions when this was necessary. They understood the fact that at times they would be limited in what they were permitted to do. Although they did not necessarily, personally, favor these limits, they did not permit themselves to feel that "people were against them" or that "someone was out to get them."

9. Identified Selves with Groups

Other executives gave the impression that they were able to anchor their personalities into something solid, such as a group, in order to remain stable while experiencing the many ups and downs characteristic of a competitive life. These groups were of all sizes. They ranged from the small group of close friends to such groups as the "managerial profession." The executives identified themselves strongly (i.e., became closely attached to) with these groups and thereby gained a sense of security (i.e., a feeling that they were wanted) and stability in their lives.

An example of an executive who identified himself with the "managerial profession" was the man who told some fellow managers, "I know how it is. We all hear expressions of these attitudes about us. Especially from union leaders who want to undermine our importance. Anyone who accepts the trust of being a manager is bound to run up against statements and feelings like these. But I'm prepared for it. And it's not only I who feel this way. I hear this from other men who are managers."

Still others identified themselves with groups such as "the stockholders." When these executives made decisions that they knew would not be liked, they seemed to find support in reminding those who were adversely effected that "the stockholders, in the end, are the people who must be satisfied, and the only way to satisfy them is with a healthy balance sheet."

10. Set Goals Realistically

Ability to set goals realistically was important. The executives' sense of success seemed to come when, among other things, they directed their energies toward goals that were sufficiently difficult of attainment to make them "put up a fight" but that could finally be reached. In other words, their level of aspiration seemed to

be in line with their capabilities and with the reality of the situation. People, some of these executives suggested, would experience failure if they set their goals too high, or too low.

These are some of the characteristics that we would like to put forth for your consideration. No doubt, there are many others. This list is simply a beginning. There are, we believe, some even more subjective characteristics that we must eventually understand. For example, some executives seemed to have the ability to discipline others without feeling badly. Perhaps they had learned to discipline others only when circumstances demanded it, and not simply to satisfy their own ego. These same executives seemed able to reward others without conveying a paternalistic feeling to the people they rewarded. Perhaps they were able to do this because, as in the case of punishment, they rewarded only when they thought the organization required it.

Another equally elusive and subjective characteristic seemed to be that some of the executives motivated themselves through their own self pride. They seemed proud of their work and they utilized this pride as an inspiration to continue their progress. Please don't misunderstand me. They did not develop or express feelings of superiority. They didn't convey the impression that they were "better than the others" or that they were "indispensable". On the contrary, they kept this ability "hidden" and it took a few interviews before we were able to learn about it.

In suggesting that these characteristics be considered in developing executives, we are not passing judgment as to whether the characteristics are good or bad. It is pointed out only that they mark the everyday behavior of executives living and working in organizations which are internally and externally competitive. It is our opinion that, with further discussion, and then research for further elaboration, a list such as this might serve as a more concrete, realistic base upon which to begin to develop executives.

Probably there never were, or ever will be, boys and girls coming out of high schools completely prepared to take their places in business. This article, digested from a talk in January before the High School Teachers Association of New York City, suggests how we may come nearer to the ideal—*attitude* being the chief concern.

What Business Expects from High Schools

BY ERNEST DE LA OSSA, Director of Personnel,
National Broadcasting Company, Inc., New York City

In general, there are two main areas in which business feels that the high schools can do a better job and be of real service. The first area is in improving understanding and relationships of all students with the business world. Whether the high school student becomes a housewife, goes on to college or branches out into the professions or a career in the armed forces, business, as the most vital part of our American economy, wants to be certain our school system is communicating to students the facts of life concerning our economy and the problems of business.

The second area is a more specific one. Those graduates who on graduation enter the business world become important cogs in business. And business, which takes on the responsibility for developing them and fitting them carefully into society, feels that more can be done to make these people better adjusted, happier, more productive and better citizens.

PLANNED TRIPS THROUGH COMPANIES IS NUMBER 1 SUGGESTION

Now to pass on to you suggestions which were made for improving the understanding of the relationship of business to our economy. Here, in order of the number of mentions which they received, are suggestions made by those from whom I sought guidance.

1. Field research trips. (Planned trips through businesses for both students and teachers.)
2. Vocational conferences. (Meetings to be addressed by representatives of business, with discussion periods for both teachers and students, both in the schools and in offices and plants.)

3. Construction of courses and methods of teaching on a basis as closely approximating actual office and factory conditions as possible.
4. Participation by representatives of business in class instruction.
5. More instruction about our economic system.
6. Improved individual communications.
7. Cooperative courses where part of the instruction of the student takes place in the business or plant.
8. Courses designed to present the facts about the community.
9. Citizenship courses to help prepare young people for a life of thinking and doing as good citizens.
10. Ethics, morality, and mental and physical hygiene.

In the matter of field research trips, the motor companies in Detroit, with other large companies, have instituted and are cooperating in a program through which teachers and pupils make plant visits and get together with industry representatives for informal discussions and a question and answer period.

Vocational conferences are not too difficult to arrange. They let a business man reach a large audience at one time. They should be encouraged and stimulated even more.

If business and schools could get together to construct and equip classrooms and design courses so that commercial students, at least, could come up against the practical problems of performing a task, greeting people, answering telephones simultaneously, and the like, there would be fewer misfits in beginning jobs.

HAVING JOBS DURING SCHOOL COURSES FAVORABLY MENTIONED

Favorable comments were made about the alternate-week cooperative system in New York City. The suggestion was made that both business and high schools should do more to make it possible for students to work at real jobs, part-time or for periods of time during their high school courses.

Since I am talking to you who teach in New York City, this proposal is a really tough one. In essence, the suggestion was made many times that the high school students get some understanding of the way in which the city is governed, the manner in which its transit systems and its utilities are controlled and operated and, even more important, of opportunities for various types of business and industry within the community.

Throughout the comments there was urging that, in addition to the thorough training in fundamentals which students should receive, there be constant emphasis on teaching pupils to think and to work towards the development of sound basic *attitudes*. There is a growing lack of pride in performance of a job. The attitudes of "something for nothing" and "what's in it for me", rather than to do a job and be properly rewarded, are too prevalent. On this same point several urged that we continue working against class and racial prejudices and bigotry.

Now, as to equipping high school students to graduate directly into the business

world, the suggestions I received may be listed under three headings: general knowledge, specific skills, and attitudes.

The points of general knowledge which should be guaranteed are: (1) Business English and business writing. (2) Arithmetic. (3) Reading ability and vocabulary. (4) History of current affairs, business economics and government.

One reply quoted the Commissioner of Education, who stressed the need for return to the 3 R's in preparing for the business world. Others pointed to the countless examples of failure to become a productive employee because of the inability to understand instructions, to present ideas or to communicate with others.

Under the heading of specific skills, those who responded were chiefly interested in business offices and the order of items shows this:

(1) Typing. (2) Stenography. (3) Bookkeeping. (4) Trade training. (5) Business machine operation. (6) Filing.

RIGHT ATTITUDE, DESIRE TO PROGRESS, SUPREMELY IMPORTANT

Business for the most part is perfectly willing to pick up where the high school leaves off and does not expect employees completely "ready-made." However, there is a great deal of criticism of the sloppiness of the incoming employee. In several polls, one of the main reasons for the failure of students to advance, and for unsatisfactory performance, was shown to be a deficiency in one of these basic skills at comparatively low standards for performance.

The final contribution that business wants and expects from the high school is graduates who come to business with the right *attitude*. First, this means with friendliness, cooperativeness and the desire to serve. Second, having a desire to learn, to develop and to progress. Third, desiring to actually earn pay and really merit advancement. Fourth, having good business habits of promptness and regularity and finishing a started task. Fifth, having pride in workmanship in a good job. Sixth, with open-mindedness, fairness and ethics. Seventh, being courteous and practicing good human relations.

One of my respondents sums it all up when he says, "If the guy or the gal has the right attitude, the skills and knowledge are secondary."

Everybody is in favor of "two-way" communications. But, even with an employee magazine, not every company is too successful in passing the word *up* as well as *down*. This is the story of an outstanding house organ, produced almost entirely by volunteer editors and reporters, and why it became "must reading" for management.

Employee-Written Publication Talks *Up* to Management

BY AUDREY E. HEUSSER, Publications Supervisor
Olin Industries, Inc., New Haven, Conn.

PROBABLY few industrial relations managers have seen their intimate employee-written house organs grow from a mimeographed double-fold to eight-page letterpress without some misgivings about the purpose that they serve.

They are sure that the need for the house organ must be basic since it is more or less self-propelling, but they are not sure that it justifies a place in the industrial relations budget. They suspect that its readership is spotty and that they ought to put their foot down hard on the chit-chat. But with all these misgivings, they recognize that while it may not be the most efficient tool in the world, it does reflect the deep and abiding interest of the individual employee in himself and his fellow workers—an interest which he frequently thinks the management does not share.

A MEDIUM FOR BOTTOM-TO-TOP COMMUNICATION

With this introduction, we come to the question: "Is it possible to preserve the lowly personal column as a tool of communications without reducing the employee publication to the level of a gossip sheet?" The answer is an emphatic "Yes," but it calls for special methods—painstaking methods, if you will—which are only justified because this particular type of publication serves a unique purpose.

Properly planned, the employee-written publication can communicate from the bottom to the top, just as effectively as the management-written publication communicates from the top to the bottom. Since this bottom-to-top—or employee to management—communication is frequently neglected, the need for it may actually be greater.

Moreover, this type of publication can also serve as one of the most popular

employee-participation projects in the company. In this respect, it provides a group of employees with the means for self-expression while their fellow workers share in the fruits of their endeavor.

Management shares too, for it finds the activities of its employees reported on a personal basis, restoring the individual relationship that is sometimes lost when a company passes the single-manager stage in its growth.

However, it would be a mistake to imagine that every house organ with a place for the shop personal is a tool of communications or even an employee participation project. In order to communicate at any level, a house organ must be read and believed. In order to communicate from the bottom to the top, someone at the production employee level must be qualified to do the communicating. Even more than he must be able to write, he must have something to write about. This calls for reporter training.

VOLUNTEER REPORTERS EAGER TO PRODUCE GOOD MAGAZINE

Even though the publication editor may be professionally trained and have all the editorial assistance that the job requires, he will need to understand clearly that his job is to produce the kind of publication that employees want to read, within, of course, the structure of sound policy. To do this, he will be surprised to find his volunteer staff eager to improve their reporting. Any suggestions made for better readership will be accepted with enthusiasm. Material can be rejected as detracting from reader appeal without offending the volunteer reporter, who will be the first to recognize his new assignment as a chance to develop an interesting and often exciting skill.

In our own company, where reporter training is regarded as a two-year job, it starts with the choosing of the volunteer. Reporters are selected by the department editor with the approval of his foreman. On the other hand, department *editors* are chosen by promotion from the ranks of reporters or upon foreman recommendation.

Before the new reporter's name ever appears on the masthead of the house organ, he comes to the editor's office to meet the production staff (the professional group which produces, in publication form, material that the volunteers originate). Here the volunteer gets his first glimpse of what his new assignment will involve. ("We're putting out a house organ to tell everybody that Winchester people are good people to work with and worthwhile people to know.")

At this briefing meeting, the new reporter is handed a notebook. ("Keep a notebook! People who don't keep notebooks never have any news except about themselves and their friends!")

Then he is given a copy of the staff manual, "The Gentle Art of Reporting." This is a custom-tailored 40-page booklet that sums up all the things a volunteer reporter needs to know to "cover" his department. It describes in detail the sections of the magazine and urges him to contribute to all of them. ("Never think of your-

self as limited to four or five inches in the back of the book . . . the whole magazine belongs to your department.")

But most of all, the manual tells him how to be a reporter; not only what makes news, but how to dig it out; how to distinguish between news and gossip; how to have fun being a reporter. ("Many newspaper men would work for nothing if nobody would pay them.")

How to write is treated lightly, the essence being to get a lot of notes ("Every reporter knows six times as much as he ever tells") and keep the language simple.

At the very last is a chapter headed "Style Rules" with this notation: "You don't have to memorize these rules but your copy will be changed to conform." Here are listed the broad principles covering what the house organ will print. ("Copy must conform to the rules of good taste, the postal regulations, the laws of copyright and libel.")

Work sheets that he will be expected to use for his news are explained and there are reminders on the back concerning what makes acceptable copy. On the inside cover of his notebook, there are ten rules for good reporting, just in case he forgets.

Finally, there is a loose-leaf binder in which he is asked to keep the editor's monthly newsletter to the staff. And all through the year he reads repeatedly about the road to better reporting: jot it down, ask questions, be interested, be alert, be fair, boost your department, be accurate, get all the facts, be kind.

So you ask: Does it work? Most assuredly, it works. Month by month, we see the copy improve, grow more newsworthy, more interesting to the general reader, more representative of the shop where it originates.

MANAGERS MUST READ MAGAZINE TO FIND WHAT GOES ON

There was a time when members of management boasted frankly: "We never read the shop news." Today, no wide-awake supervisor could afford to miss this part of the publication, if only to find out what his own people are doing. Editorials and features tell the company story to the employees, but it is in the shop news that the employee tells his story to the company.

We of management may say over and over again that every employee will be treated as an individual, with dignity and respect. But our very size requires many mass decisions. In the house organ, there is no such thing as mass treatment. Each employee stands alone. If he gets a new wife, a new car, or a new baby, it is reported in a separate paragraph. If he has trouble, the department extends sympathy; if he dies, the house organ prints his biography—and sends a copy to his family. Above all, this warm personal record takes precedence over any other copy. Time and again the editor's choice layout is held up but, so long as it conforms to the style rules and arrives by the deadline, not a paragraph is cut from the shop news.

"How much space can I have?" the new reporter asks. Promptly the answer comes: "There's no limit. Get all the news you can find in your department. If it

takes seven pages—heaven knows how—we'll find room for it! This is your house organ and nothing that goes into it is so important as the news of your people!"

We mean every word of it, and they know it. Maybe it is for this reason—and maybe it's because reporting *is* fun—they collect news during their rest periods and noon hours, write it at home, suggest cover photos and ideas for features. Moreover, their's is the sure touch, so that you can tell by reading the shop news where the morale is high and where it needs shoring. Because it is intimate and functional, like any other organ, it reflects the health of all other members. Reading it is like taking the pulse of the whole plant.

(Editor's Note: We were so favorably impressed by Winchester Life, the employee house organ to which Mrs. Heusser refers and of which she is editor-in-chief, that we wrote to ask her for more information on certain "angles." A digest of her answers follows. We're sure those of our readers who are responsible for employee magazines will be as interested as we are to learn how she gets out a really good publication with the help of more than 200 volunteer shop editors and reporters. Winchester Life is "A monthly magazine of, by, and for the New Haven employees of Olin Industries, Inc." It is published by the Industrial Relations Department, of which Robert I. Metcalf is manager.)

MRS. HEUSSER TELLS HOW MAGAZINE GETS THAT WAY

We really believe that because the volunteer contribution is a gift on the part of the volunteer it is more valuable than if we paid for it and we treat it as we would any other gift.

It isn't just a case of making the reporter *feel* important. It's a frank facing of the fact that the reporter *is* important. Once you get that attitude, the rest is comparatively easy. When the reporter's important, his work is never set in 6-point type and stuck in the back of the book, while the editor's own brain child is lavished with type run-arounds, silhouettes and extra color.

If, by his treatment of the volunteer contribution, the editor says: "What you send in isn't very important—we could get along better without it," then no amount of annual dinners, pin presentations, masthead listings, and flattery will disguise the editor's real opinion. Any fellow who has matched wits with a piecework rate and left the time-study engineer in considerable doubt as to who won, has no trouble at all figuring out where the editor really stands, no matter what he says.

Now to answer your questions, as best I can:

(1) No, not every employee who is so inclined is accepted as a reporter, at the time he first has the inclination. It depends upon the department editor. If the department editor has what he considers an "adequate" staff he would not be likely to take on another reporter until he had a vacancy. In some departments, however, where reporters are scarce, almost anyone who volunteered would be accepted. Sometimes appointments work out well and sometimes they are complete failures. Sooner or later someone is found who can handle the assignment. We give no tests. Our experience is that anyone who can write a letter to his aunt telling her the family news can write a column about his department—provided he has something to say. Our job seems to be to teach him how to find something to say.

(2) A good round number is one reporter for every 30 people. In a department where there are somewhere between 30 and 60 people, then a reporter and editor can handle it. In departments where there are several shifts it is necessary to have one reporter on each shift. This is the ideal. . . . Some places, such as our Barrel Shop, have four floors—we have to have a reporter on each floor. When we start a new column we start with only an editor. If he finds someone who would like to be a reporter, we add him. If the department grows, the editor usually says: "The job has expanded . . . I need someone to cover that job over in the corner. I want to put on another reporter." So he does.

VOLUNTEER STAFF MEMBERS APPARENTLY LIKE JOBS

(3) We used to turn over a third of the staff every year. Now we turn over about 25 percent. It will probably drop even more. We have about 12 who have been on for 11 years and a great many who have been on ever since I came nearly three years ago. Probably if there were a new editor, there would be some shifting.

(4) You might say that a department editor is a reporter who can read and write. Much of the difference between an editor and reporter is mythical. The separation was established 11 years ago and has continued. In many cases the editor is simply the reporter who assumes the responsibility for collecting other reporters' contributions and delivering them to the *Winchester Life* production office. In other cases, the editor is the one who types the news for the reporters, or who coordinates the work of the reporters, collects their news, types it or has it typed, and gets it to the production office. In the ideal arrangement there is one reporter with whom the editor works closely so that if for any reason the editor leaves, transfers, or resigns, this key reporter takes over the job. More and more we are encouraging this arrangement so that at present it exists in something more than half the shops. Editors now on the staff have an average of three years service.

(5) Yes, all the copy from a department is cleared with the department editor. If we have questions, we call the editor. No, the copy is almost never in such condition that it can be sent to the typesetter "as is." Even typed copy sometimes requires such heavy editing that it has to be retyped. About 60% of the copy has to be typed from pencilled or penned material. However, no changes are ever made just to "improve" the copy. Changes are made so that, when printed, the items will be grammatical, consistent as to usage, in conformity with the rules of good taste, the postal regulations and free from libel. Frequently, the editor is called because the item isn't complete. As we get near to the time when the paper must be "to bed," less of this calling is done! (That is why you will notice in reading an issue that some columns are not up to standard.)

(6) *Winchester Life* is magazine format, 8½ by 11, two or three-color cover, and one form of color inside. Standard issue just now is 36 pages, with 40 about once a year. There are between 50 and 75 pictures (120 screen copper cuts) in each issue. All but about a dozen are taken by the plant photographer. (He goes home with

employees to get home shots when necessary.) There is usually one staff-written feature each month, but even this is the development of an idea proposed by an employee or a volunteer staff member. The back cover is usually safety—the development of an idea that originates at the planning meeting. The editorials are written by the general managers of the New Haven divisions. Regular features are the men's page, women's page (*La Femme*), congratulations (Births and Marriages), retirements, returned servicemen, children's pictures, the health page. The health page and the men's page are the work of volunteers; the others are by the paid staff members working from material that is developed by reporters. (For instance, the shop editors interview returning veterans and turn this material over to the associate editor who writes the copy.)

IF PAPA WON'T POSE—NO FAMILY PICTURE

(7) The shop editor, when he turns up a new father, asks him if he wouldn't like a picture of the new baby in the magazine. If he says "Yes", the editor calls the production office and makes a date with the photographer to go home with the father some night after work and take a picture of the father and the mother and the new baby, and anyone else in the family who wants to get into the picture, even the cat and dog. The only restriction is that the father must work at Winchester and he must be in the picture. We send an 8 x 10 print of the picture to the father and he can buy others at the employee's price (25¢ for 4 x 5; 50¢ for 8 x 10).

(8) The health page is written by the plant surgeon, an outstanding New Haven physician, who has been doing it every month for 11 years. It is one of our most popular features.

(9) All the features are developed around Winchester employees. Sometimes we take an idea from one of the syndicated services like 'Needlecraft' or National Safety Council. When we do, we pose our own people for duplicates of the stock pictures—or something just as good, if we can think of anything.

(10) Oh yes, the untrained reporter stands out like a sore thumb. His news items are never complete. He is always talking to one person ("Good luck, John") and expecting us to print it 10,000 times. He thinks that names are not important—to get in the first place, or to spell right in the second place. He can be sitting on a story and not know it. He can't remember a news item (who can?) but he doesn't think it is necessary to write it down. He doesn't understand that it is one thing to josh a fellow about his "ball and chain" verbally and quite another thing to put it into print. Trained reporters are just the opposite of all these things.

(11) Yes, we have a staff dinner once a year with an out-of-town speaker. (This year it will be held April 20 and the speaker will be Professor Roscoe Ellard from the Columbia School of Journalism.)

BOOKS

Executives Have Their Retirement Problems Too

By Harrison Terrell

Problems in connection with retirement are comparatively new in business life. Or, at least, they're more pronounced. The personnel director has a tremendous responsibility to study the problems and to come forward with plans. He, probably more than any other company executive, is looked to for help in every phase of retirement programming. He has a wide-open opportunity to serve his company by developing retirement plans that will work out best for the business. At the same time he can earn the ever-lasting gratitude of many individuals by setting up programs of some sort to start them thinking and preparing for retirement.

This matter of preparing people for retirement—or, rather, of inducing them to prepare themselves—is one of the toughest jobs the personnel man faces. As pointed out in our January 1953 issue ("Can Employees Be Prepared for Retirement?"), to make retirement successful a man has to work at it. He has to start working at it a long while in advance, not the day after he cleans out his desk and leaves his office for the last time. Try to get them to do this!

Perhaps in another twenty or thirty years another generation of personnel men won't find so much resistance to the idea of thinking and definitely planning for retirement, but right now the idea is so repugnant that it's pushed aside. Some executives get downright angry when questioned as to their personal plans.

Harold R. Hall, in an important and valuable new book of some 300 pages (*Some Observations on Executive Retirement*, published by Harvard's Graduate School of Business Administration, 1953, \$3.75) quotes the head of one personnel department as saying; "Some of our top-management men tend to laugh at what we're trying to do" (in preparing executives for retirement) "when they themselves are involved; or else they say they're too busy to make plans but will get at it later."

In another instance, after a two-hour discussion with a division manager about his company's executive retirement thinking, the investigator asked the man if they might talk over the manager's own retirement program. Says Professor Hall; The gentleman banged the arms of his chair, his face hardened, and he said with forced quietness, "I would rather not talk about my own retirement. It is true I am going to retire in about three years. I am going to die some day, too, but I don't want to think about either."

Though no other instance of such extreme feeling was encountered, the author says he uncovered a good deal of evidence that executives ten or more years away from retirement thought that preparation for it might be deferred until a year or so before they were scheduled to retire. Some sincere students of retirement, on the other hand, assert that companies should promote the retirement thinking of their em-

ployees when they are in their thirties or early forties. The concensus of active members of management was that retirement planning should start at 50 to 60.

Data concerning about 425 executives are included in this study. Practically all of the information was obtained by personal interviews, many of which were staged in the executives' homes with wives contributing their views. Of the 425, about 125 were already retired and so could speak from experience all the way. In addition, about 50 interviews were held with management consultants, retirement benefit plan specialists, physicians, psychologists, psychiatrists and heads of welfare organizations. The author was himself a business executive for thirty years before going to the Harvard Business School as Professor of Research in Business Administration to make this study.

MUST PLAN FUTURE ACTIVITIES

One of Professor Hall's conclusions is that "the omission of activity programming in preparation for retirement causes more trouble than does inadequate financial programming." It's much better, he says, for an executive to plan to do more after retirement than he can accomplish, than to plan to do too little to keep him busy. As a rule, retired executives are able to get along financially without too much trouble. For a number of years they have been making \$10,000 to \$50,000 and more and their pensions may amount to between 20 and 30 per cent of their former salaries, as shown by tables covering a number of lines of business. But the very fact that they no longer need concern themselves with earning a living may only contribute to boredom and unhappiness, unless they have provided themselves with other motivation for keeping themselves usefully occupied.

Various facets of many debated questions concerning retirement, both as re-

lated to executives and to the best interests of their companies, are examined. The question of retirement age has already been mentioned. How much flexibility, if any, is desirable in timing executives' retirement? Who should have the power to decide, on what basis, when exceptions should be made?

FEW PLANS ARE STRICTLY MANDATORY

The author estimates that 60% of executive retirement plans are nonmandatory, with "timing left open or on a year-to-year basis"; 20% are mandatory, but exceptions are made "with regularity"; 10% are mandatory, with few exceptions; only 10% are "strictly mandatory at all times." Reasons for and against compulsory retirement at a given age are itemized.

One suggestion is that an executive should be retained beyond the established retirement age only on the basis of *re-hiring*—that is, only if the executive could do his present or a new job better than any available younger man. Even then, it is proposed that re-hiring be for only a year at a time.

"Retirement timing by any arrangement which gives to top management opportunities for staying with the company that are not shared by executives below them detracts from company welfare and is not fair from the viewpoint of middle-management persons themselves," says the author.

He adds; "Business should come to grips with the problem of selection instead of evading it by liquidating all that portion of its executive assets that can and wish to serve beyond the average age at which the company has found that the majority cannot serve, do not wish to, or are not needed."

Personnel people, especially, should come to grips with the whole problem of retirement. If your company has or is thinking of having a retirement plan covering high-salaried people you will want to read this book.

RETIREMENT OF SKILLED WORKERS

Another study of the retirement problem—one at the skilled worker level—is presented in "Retirement and the Industrial Worker," by Jacob Tuckman and Irving Lorge. Published by the Bureau of Publications, Teachers College, Columbia University (1953, 105 pages, \$2.75), this is one of a series of studies sponsored by the Institutes of Adult Education and Psychological Research of Columbia's Teachers College. The New York Cloak Joint Board of the International Ladies' Garment Workers' Union and the Federal Security Agency cooperated.

This book includes many tables showing retirement attitudes of unionized cloakmakers in the New York City area. Workers of 55 and over were interviewed at union headquarters or in their homes: 204 men and women still on the job, 216 still working but having applied for retirement, and 240 already retired on a union pension.

As you would expect, the problem of finances after retirement looms a great deal larger with these people than it does at executive levels. Average retirement income, consisting of union pension plus social security benefits, is only about \$120 a month. The big majority of people interviewed—81% of those who had already retired and 69% of those who had applied for retirement—indicated that this is not enough to live on. For this and other reasons, the idea of retirement is liked even less by this group than by highly paid executives.

Retirement for these cloakmakers is not compulsory at any age; they can work as long as they are able and can find employment. So workers put in their applications for retirement, but usually stay on the job until poor health or inability to compete with younger workers compels them to give up. Retired workers under the pension plan may not continue work of any kind in the coat and suit industry.

And, if he or she does other work and earns more than is allowed under the Social Security Act, pension payments as well as social security benefits are discontinued.

While this well-organized, highly statistical study should be of general interest to personnel people, it is questionable whether its findings would be considered applicable to many other groups of workers.

RETIREMENT CAN BE BEAUTIFUL

Recommended most enthusiastically is a third book on retirement which is quite unlike the other two. This is Marie Beynon Ray's "The Best Years of Your Life" (Little, Brown and Company, Boston, 1952, 300 pages, \$3.95). It has nothing to do with business problems of retirement but is concerned entirely with individuals making the most of the twenty years that have been added to their lives in the past half-century—euphemistically called "later maturity."

The author quotes Dr. Alexis Carrel: "The aging man should neither stop working nor retire. Leisure is even more dangerous for the old than for the young. To those whose forces are declining, appropriate work should be given. *But not rest.*"

She cites records kept by Lloyd's of London for ten years, showing that men who retired at 60 were dead at 63, while those who kept on working lived well past 70. Said Lloyd's: "They retire. They sit down for a while. Then they lie down. And then somebody carries them out."

Miss Ray races along from example to example of men and women who have remained in the news as highly useful members of society long past 60, and exhorts us to do likewise. She proposes painting, writing, studying, music-making, photography, woodwork and other activities as suitable for the after-retirement years.

The book's jacket says, "If there is one thing this book is *not* about, it is hob-

bies. The idea of spending one's later years puttering around with a hobby nauseates most people . . . What we will do during this new period of our lives constitutes a second career which should be prepared for years in advance in our leisure time."

Agreeing about hobbies, one may have to re-examine his definition of "hobby",

for the book itself deals with collecting, with model railroading and other activities that aren't among life's major pursuits.

A highly readable, encouraging book for the personnel man to have available to lend to people who are fairly well along in the social scale and who want help in planning what to do after retirement.

Other Recent Books

AUTOMATION: THE ADVENT OF THE AUTOMATIC FACTORY. By John Diebold. D. Van Nostrand Company, Inc., New York, 1953. Price \$3.00. pp. lx, 181.

This is at once a significant and a disappointing book. It is significant because the trend it depicts with what seems to be prophetic accuracy has to be better understood and evaluated by executives and union leaders. It is disappointing because the author is necessarily vague about the pace of the transition further into the technological revolution of our day. Nor is he sufficiently philosophic about the meaning the revolution will have in respect to concurrent activities and wider purposes in the life of us all.

A changed content and quality of work for many, and a reduced volume of hours at work for all, have been more and more clearly seen as inevitable trends as this century has gone on. But how we are to accept this—in work responsibilities, controls and creative satisfactions for individuals, and in social relations away from work—this becomes a no-man's land of speculation or of indifference, but certainly not of planfulness at the present stage. And perhaps any corporate planfulness is premature.

But technological shifts continue to go on, and at an accelerated rate. How should managers and unions continue to ease the

stresses and strains here? How are corporate productivity and group creativity to be reconciled as automation progresses? These are genuine problems of necessary, and probably desirable, transitions.

It is my opinion that if this book could have been postponed and issued half a decade hence, the author might have had more to say in a penetrating way about the issues behind the issue of automation, a dynamic fact destined to further outcomes which are still shrouded in mystery.

Ordway Tead

PUBLIC PERSONNEL MANAGEMENT. By William G. Torpey. D. Van Nostrand Company, Inc., New York, 1953. pp. xii, 431, \$5.00.

This book deals comprehensively "with personnel administration in the executive branches of all levels of American government—federal, state and local." It "describes the framework for personnel management, organization, functions, objectives, processes, procedures, and problems of administration and suggests solutions to such problems . . . the author seeks to combine both the 'practical' approach of the practitioner and the 'academic' approach of the educator."

The book's twelve chapters discuss: Framework for Public Personnel Management; Position Classification; Compensation;

tion, including the determination of salary rates, hours of work and leave; Employment, including recruitment, testing, selection, transfer, promotion, demotion; Training; Efficiency Ratings; Employee Relations, including communications, employee handbooks, recreation programs, credit unions, welfare funds, counseling, exit interviews, suggestions, awards; Health and Safety; Employee Conduct; Separation; Retirement; Internal Considerations. At the end of most chapters the chapter subject is related specifically to conditions

and practices found in federal, state and local government organizations.

The author is both a personnel officer—Naval Research Laboratory, Washington, D. C.—and a part-time faculty member of The School of Government at George Washington University. Perhaps the latter association accounts for a rather textbookish flavor, and unnecessarily hard going. Nevertheless, we do not doubt that many personnel managers in government services will find the book extremely useful as a guide to their thinking.

Personnel Research

Reducing the Cost of Training Satisfactory Workers by Using Tests. By Jerome E. Doppelt and George K. Bennett, The Psychological Corporation. *Personnel Psychology*, Vol. 6, No. 1, Spring, 1953, 1-8.

This article describes an analysis of training and testing expenses in an effort to provide an estimate of the cost of selecting and training satisfactory workers. The data from three different groups of workers are presented: (1) 248 women who were accepted for training as checkers or cashiers in a food store; (2) 235 employees who were given formal training in adding machine operation in a bank; and (3) 215 produce workers who were trained by a food store organization.

The three sets of data are presented only as illustrations, since training costs will vary among companies and among jobs. It is generally recognized that there are expenses involved in training people, but an accurate estimate of such costs is frequently not available. In the three instances discussed the cost of training, per person, varied from \$300 to \$500. In contrast, the cost of testing an applicant in each case was estimated at only \$2. It is clear that a testing program which will

eliminate even a few of the unsuccessful employees will quickly pay for itself in savings in training costs.

This article discusses in detail a method for preparing a curve of training cost per satisfactory employee. Some personnel people may wish to apply the method to their own data, and others may find the results helpful as general evidence that training costs can be reduced by a testing program.

This is a timely article because it calls attention once more to the economies, in dollars and cents, which a company might expect from a testing program.

The Effect of Opportunity to Observe, and Rater Status on the Reliability of Performance Ratings. By Walter A. Klieger, Personnel Research Branch, AGO and James N. Mosel, The George Washington University. *Personnel Psychology*, Vol. 6, No. 1, Spring, 1953, 57-63.

The men rated in this study consisted of 212 Army enlisted men who were serving as non-commissioned officers in a training division at a large Army installation. The raters were (a) superiors, composed of 224 commissioned officers, and (b) asso-

ciates, composed of 134 non-commissioned officers.

The men were rated by both superiors and associates on four graphic scales. The scales were given no titles or trait names, but a scale heading such as the following was used:

"NCO's differ in the degree to which they are physically fit. Think of how each man you are rating demonstrates his physical fitness during such activities as unarmed defense, physical training, long marches, organized sports, etc."

There were five intervals to each scale.

On each scale the rater evaluated his experience with the trait concerned by giving the following self-estimate:

"How much opportunity do you have to observe NCO's exhibiting this characteristic or lack of it?

Check one:—Much opportunity
 —Some opportunity
 —Little opportunity."

"Results showed that there was no significant difference in the reliability of raters claiming 'greater opportunity' and those claiming 'less opportunity' to observe the traits rated. Superiors evidenced slightly higher reliability than did associates."

The authors suggest several interpretations of these rather surprising results, one of which has to do with the manner in which experience with the man rated is perceptually organized through status and role relationships.

The Cleveland Survey of Retired Men. By Stanley L. Payne, Special Surveys, Cleveland, Ohio. *Personnel Psychology*, Vol. 6, No. 1, Spring, 1953, 81-110.

The survey described in this article is probably one of the most comprehensive ever undertaken to discover the attitudes and problems which are common to men in retirement. Industry is taking a growing

interest in the problems of the older worker and retirement counseling programs are being set up in personnel departments. The survey is therefore of practical value.

Personal interviews with 483 retired men who were receiving pensions from six industrial companies in the Cleveland area were conducted by nine experienced interviewers. The questionnaire which was used contained 61 items of which the following are typical:

2. How old were you when you retired?
6. Do you wish now that you had retired sooner or that you had worked longer?
10. How have you spent most of your time since you were retired?
12. How do you spend most of your free time during the evening?
23. How long did it take you to get used to being retired?
26. What would you say has been your biggest problem since being retired?
33. If you were starting all over again, would you go to work for the same company?
38. Before you retired did you have some plans in mind about what you would do after retirement?
46. What do you think a company could do to help its people prepare for retiring?
55. When did you have more close friends—before you retired or now?
59. Do you happen to have a radio set here? A television set?
60. Do you rent, own your home, or are you still paying for it?

The results of this study cast doubt on some of the widely held notions about retirement. The survey found, for example, that retirement is not usually a difficult adjustment; that happiness in retirement does not always depend on advance planning, hobbies, and keeping busy; that most

of the men did not complain about the difficulties of living on a fixed income in a period of rising prices; and that relatively few of the men thought of going to California or Florida now they'd retired.

A satisfactory adjustment to retirement seemed to have some relation to such factors as home ownership, the reasons for retiring, and the attitudes which the worker and his family have toward his retirement. The total group was rated according to attitude toward retirement in the following way:

- 36% rated positive about retirement, prefer being retired to working, and have been happier or as happy since retiring as before.
- 17% rated negative about retirement, would rather be working, and found it hard to get used to being retired.

47% rated intermediate because they do not express themselves definitely or consistently one way or the other.

The average age of the annuitants at the time of the interview was 68, two thirds of them having been retired at 65. The median duration of employment with the company from which they retired was 29 years.

It is evident from this survey that retirement counseling calls for the widest range of human understanding. Individual differences are just as evident at this time of life as at any other. No pat formula will guarantee that a man will be contented in his retirement. The author mentions that "one of the sobering findings for counselors is that a majority of the annuitants would be opposed to the idea of company counseling."

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

TRAINING DIRECTORS SOCIETY OF PHILADELPHIA had a panel discussion in March on "Training Accomplishments and Meeting Future Training Requirements." The Society's *Memo* gives a clear account of the discussion. All panel members recognized the significance of the training function in any business or industrial organization as well as the need for specialists in this field.

In addition to the usual qualifications of a training staff, management members of the panel emphasized that, in order to be effective, training directors should (1) be intimately familiar with the qualifications for and responsibilities of each job for which people are to be trained;

(2) be close to the selection process, and understand training needs; (3) be creative and ingenious in developing programs and techniques that are effective both in and outside the classroom. . . . In determining the value of a training program, management emphasized the need to demonstrate direct dollar value to the company.

Since training programs are in direct competition with other company projects for funds, all panel members agreed that concrete measurement of results is necessary. Four types of measurements were recommended: (1) self-evaluation and reports by the training department; (2) opinions and evaluation of other supervisors or outside groups; (3) evaluation by

participants in the training program; (4) statistical methods, proving cost reduction, accident reduction, quality improvement, and turnover reduction.

WHAT PERSONNEL WORK SHOULD MEAN TO A FINANCIAL EXECUTIVE was the subject of an address by John W. Teele, Director of Personnel, Harvard University. Mr. Teele spoke to the *Eastern Association of College and University Business Officers* Round Table Workshops, and his speech was printed in the *March Cupa News*. Mr. Teele listed nine basic organizational needs of an individual employee as worked out by Richardson, Bellows, Henry and Company, New York.

1. To be part of a good effective organization.

2. To receive good pay and benefits.

3. To have a good working environment.

4. To enjoy job security. *Steady* jobs required.

5. A chance to get ahead is required.

6. Respect for the individual must be present—self-realization, no favoritism.

7. The employee has the right to be known and be heard.

8. Rewarding and congenial associations are essential.

9. No job is any good without a good boss.

Mr. Teele summarized his remarks as follows:

1. Take time to interest yourself in the subject of Personnel Administration; this activity can be very rewarding.

2. Don't look down your nose at the Personnel Office budget.

3. Cooperate with your Personnel Office, if you have one, toward the objective of better record keeping and of joint development of useful systems.

4. Be sure that you are not responsible for causing a "system" to determine policy, rather have jointly-determined policies determine systems.

5. Assist the Personnel Office in producing timely operating reports.

6. Be a leader and not a follower in making good use of personnel office services. (Don't forget that good personnel administration saves money while at the same time letting you feel that little glow of pride in your social accomplishments.)

PERSONNEL MANAGEMENT HAS COME TO FINLAND, announces *Personnel Panorama* in its March issue. *Personnel Panorama* is a publication of the *Pacific Northwest Personnel Management Association*. The region recently received a visit from Jouke Koljonen, an industrialist from Finland who was in the United States studying training methods.

Before the war, according to Mr. Koljonen, few companies in Finland had a personnel function as such. During the war, however, it became clear that it would pay to have most personnel problems handled by one man. As a result most companies hired a Social Chief to take care of personnel. His main duties were employment, housing, recreation and serving as father confessor.

The labor-management relationship is the most interesting feature of the Finnish economy. All employers belong to an association known as the Finnish Employers Confederation. This is composed of various industrial groups—textiles, metals, glass, etc. Labor unions are similarly organized. Each year one national contract is negotiated by the central labor organization and the Employers Confederation.

The first efforts in the field of training were package deals along T.W.I. lines. The principle effort was in the area of supervisory training. Although fairly good results were attained, the need for expansion was apparent in this area. Responsibility for this expansion is primarily Mr. Koljonen's.

Scientific selection of employees is in its infancy in Finland. Hardly anybody

uses tests in selection and placement. Recruiting is confined mainly to drop-ins and newspaper advertising. Apprentice training until recently was almost non-existent. Prior to the war, young men were enrolling as apprentices but the old style guild-type program collapsed during the post-war period. Mr. Koljonen attributes this primarily to the lack of differential between the helper and journeyman classification. In the inflation and confusion following the war the percentage differential was reduced to practically nothing, hence there is little incentive for young men to suffer the rigors of apprenticeship.

There is inspiration in the governmental relationships, the singleness of purpose and supra-selfless desire to lift themselves up by their bootstraps in Finland, according to the article. "How many times have we thought," the author continued, "that if people were to spend half the effort trying to reach agreement that they spend in getting others to conform to their point of view how much better off everyone would be." If Finland succeeds in taking a prominent position as an industrial nation we will know that free men working together can succeed where all "isms" would fail. The article leaves one with the distinct impression that Mr. Koljonen's visit was beneficial not only for Personnel Management in Finland, but in the Pacific Northwest, too.

WHAT MAKES A SUCCESSFUL PERSONNEL ASSOCIATION? How can you get the most out of your organization? Bonar Dyer, President of the *Personnel and Industrial Relations Association*, Los Angeles, makes the following suggestions in the March issue of *Pirascopes*: (1) Attend both district luncheon and monthly dinner meetings regularly. (2) Be on time at all meetings. (3) Offer to serve on one of PIRA's standing committees. (4) Make constructive suggestions of changes you believe to be in order. (5) Go more than half way to be friendly to mem-

bers and guests at meetings. (6) Express approval to speakers, officers, committee chairmen and committees when they have done well. (7) Be enthusiastic for PIRA—speak well of the organization among non-members. (8) Invite qualified people to join the organization.

Recent speakers at PIRA meetings were Mr. Justice Arthur Tyndall, judge of the New Zealand Court of Arbitration; Colonel Lyndall F. Urwick, management consultant from London; and Don G. Morse, from General Motors.

MARKETING, SELLING, AND COST REDUCTION, are featured on the 1953 *Programme of Activities* of the *Australian Institute of Management—Melbourne Division*. The program is divided into lecture groups, conference groups, study circles, seminars, study tours, top management conferences, members' meetings, and research groups. The lecture groups comprise six week-night lectures each, and are on such topics as "Fundamentals of Management," "Management Controls in the Food Industry," "Sales Training," "Methods Engineering and Time Study," and "Personnel Practices."

MANAGEMENT AND PERSONNEL are two sides of the same coin, said Rowland Allen, Personnel Director for L. S. Ayres and Company, speaker at the *Newspaper Personnel Relations Association* conference held in St. Louis in March. He warned of the danger of top management losing close touch with employees and quoted one successful executive who prides himself on devoting 70% of his time to personnel interests. Personnel men, said Allen, should never be afraid of sticking their necks out, especially when it comes to the challenge of better human relationships in business. Blind obedience never has been the practice of the American people. The day of paternalism and fear is on the way out,

while participation through discussion is coming into its own. New officers elected at the convention are J. C. Rumble, of the

Louisville Courier Journal, President; Paul W. Bell, Los Angeles Times and Mirror, Vice Pres.; and E. J. Pelz, Sec-Treasurer.

Attending the Conferences and Workshops

MAJOR HUMAN RELATIONS, PERSONNEL AND LABOR-MANAGEMENT PROBLEMS confronting industry were thoroughly explored at the NATIONAL ASSOCIATION OF MANUFACTURERS' 24TH INSTITUTE. The Institute was held in March at Hollywood, Florida. The Institute Manual of 78 pages shows the careful planning behind this conference. It contains detailed information about every aspect of the five-day meeting, including topical outlines for each subject on the program. Speakers presented their subjects in courses for groups of conference members. There was space for notes at the end of the manual. Such a handbook should make intelligent participation in a conference easy. Features of the Institute were an address by Charles R. Sligh, Jr., President, NAM, "Setting New Goals in Employee Relations," and a visual presentation, "Let's Talk It Over," by Professor Ben Henneke, of Stanoline Oil and Gas Company, Tulsa, Oklahoma.

ference of the Texas Personnel and Management Association, held in Austin in October, cover such topics as Human Relations and our Religious Heritage, Current Problems of the Personnel Manager, Civilian Manpower in the Federal Government, The Selection and Training of Management, and Wage Administration. There were special meetings on government and education.

HOW TO GET RESULTS FROM MANAGEMENT CONFERENCES is the title of a helpful leaflet inclosed with the announcement of a conference on MANPOWER MANAGEMENT TODAY. The conference was sponsored by the *California Personnel Management Association* and took place April 21-22, in Berkeley. The leaflet states that such a conference should help management men acquire new ideas in management skills which they can readily try out in their own jobs, and that a wealth of plans for supervisory meetings, executive development outlines and other programs can be taken back for use in their own work. Personal improvement, new operating ideas, fresh perspective should come out of the conference. Nothing, according to the leaflet, strengthens management skills so effectively as the opportunity to share ideas and experiences of others in similar positions.

THE PROCEEDINGS OF TWO OTHER RECENT CONFERENCES are now available for reference. If you're planning a conference of your own, or just eager to catch up on the newest thinking in the field, you will find them of interest. *The Proceedings of the 4th Annual Convention of the American Society for Personnel Administration* include the following subjects, Communications, Community Relations, Conference Leadership Counseling, Employment Interviewing, Human Relations, Salary and Wage Administration and Supervisory Development. The keynote address was by William Grede who spoke on, "The Personnel Director and American Economic Freedom." The convention was held in Milwaukee in November. *The Proceedings of the 14th Con-*

A list of suggestions follows, showing ways in which various types of companies can make the best use of the conference. These include sending a program to each executive in the company and inviting his attendance; sending two or more men to the conference; bringing in the Branch Manager and Personnel Manager from each plant to attend: inviting Board of Directors

to attend; inviting executives among customers to attend the conference. The two day program of the MANPOWER MANAGEMENT CONFERENCE was designed to bring out the best methods and practices now being used to achieve effective employee relations. Arthur Rosenbaum, Manager, Economic Research, Sears, Roebuck and Co., spoke on "The Economic Outlook." At the dinner meeting H. B. Maynard, President, Methods Engineering Council, spoke on "Responsibilities in Managing an Enterprise."

MANAGEMENT DEVELOPMENT, ENGINEERING AND TECHNICAL TRAINING, AND COMMUNICATIONS were the three program topics of the 9th Annual Conference of the *American Society of Training Directors*. The conference was held May 6, 7, 8, in Boston. Sectional meetings were planned to provide actual demonstration of working programs. Sessions also included full opportunity for participation, direct contact with panel members and answers to questions. Qualified observer teams summed up each session. Among the speakers were W. R. Bryan, Manager of Program Development and Office Training, Goodyear Tire and Rubber Company, who demonstrated Goodyear training in communications; and J. J. Morrow, Director of Personnel, Pitney-Bowes, Inc., who described the Pitney-Bowes communications system.

FIVE COMPANIES DESCRIBED THEIR REPORT SYSTEMS AT A SPECIAL METHODS REVIEW CONFERENCE held May 4 in New York. The conference was arranged by the *American Management Association*. George E. Altmansberger, Associate Director of Financial Analysis, Ford Motor Company, spoke on "Building an Integrated Reports System"; James R. Lillis, Comptroller, Burroughs Adding Machine Company, talked about "Making Reports Motivate Executive Action"; "Getting Reports Disseminated" was the topic chosen by F. F.

Hoyt, Vice President, Carrier Corporation, Syracuse; Thomas J. McGinnis, Manager, Control Section, Koppers Company, Pittsburgh, told of "Reporting in a Control Group Organization"; and E. C. Brelsford, Assistant Treasurer, Thompson Products, Inc., Cleveland, showed how to "Use Charts to Present Financial Data to Management."

PERSONNEL PROBLEMS AND NEW PRODUCTION COSTS RESULTING FROM THE INCREASE IN THE AMOUNT OF LEISURE TIME were discussed at the opening session of the annual spring conference of the *Beaver Valley Personnel Association*. The conference was held April 8, in Rochester, Pa. Millard C. Faught, economic consultant led the discussion on "The Awful Challenge of Leisure Time." Robert K. Burns spoke in the afternoon on "Earnings, Benefits, and Job Satisfaction of White Collar Employees." Mr. Burns is Professor and Executive Officer, Industrial Relations Center, University of Chicago. At the dinner meeting Cameron Ralston spoke on "The Five Plagues of Democracy."

MANAGEMENT RESPONSIBILITY FOR OCCUPATIONAL HEALTH will be the subject of a one-week Special Summer Program during the 1953 Summer Session at the *Massachusetts Institute of Technology* from June 22 to June 26. The basic philosophy of the program, according to Dr. Ernest H. Huntress, Director of the Summer Session, is that health—both physical and emotional—can be promoted with mutual satisfaction in the employer-employee community. The program will be jointly supervised by Dr. Dana L. Farnsworth, Director of the M.I.T. Medical Department, and Dr. Harriet L. Hardy, head of the M.I.T. Occupational Medical Service. They will be assisted by special lecturers from the M.I.T. staff, and by others. Among the topics to be presented are: industrial medical organizations and the supporting administrative relationships; effects of toxic

chemicals, harmful dusts, and excess ionizing radiations, with methods of control; procedures for handling fire and explosion risks; and personality factors involved in the relationships within industrial organizations. Further information concerning the summer course in MANAGEMENT RESPONSIBILITY FOR OCCUPATIONAL HEALTH may be obtained from the Director of the Summer Session, Room 3-107, Massachusetts Institute of Technology, Cambridge 39.

IMPROVING THE PERSONNEL COMPETENCE OF MANAGEMENT was the theme of the Third Annual Personnel Conference, sponsored by the *Connecticut Personnel Asso-*

ciation and held at Yale March 31. The Planning, Organization and Application of a Management Development Program was the subject for a panel discussion at the morning session. Participants were Ellsworth S. Grant, Frank M. Oglee, Warren S. Stephens, and Leete P. Doty. In the afternoon Frederick G. Atkinson spoke on "Improving the Personnel Competence of Management," Samuel L. H. Burk talked about "Men in Groups—Layman's Analysis of the Individual," and Raymond S. Livingstone talked on "Communications." Walter H. Wheeler, Jr. was the dinner speaker. He spoke on "The Importance of Being Human."

Looking Over the Employee Magazines

THE M. W. KELLOGG COMPANY, designers and builders of petroleum and chemical process plants, has published its first issue of a bi-monthly magazine for employees. An 8½ by 11" publication with second color throughout, *Kellogg World* will be mailed to the homes of all employees of the company, which is a subsidiary of Pullman Inc. The 16-page magazine features articles about the company's operations and programs and the activities of employees. Editor of *Kellogg World* is Virginia Campbell, who will also be responsible for other communications media of the company.

THE FISCHER AND PORTER CO., of Hatboro, Pennsylvania, publishes *The Newsrator*, a twenty-eight page magazine, 8½ by 11". The March issue has a striking red, white and blue cover, decorated with a drawing of a Dutch boy on a bike. The leading article is on bikes in Holland, by an employee of an overseas manufacturing affiliate located in the Hague. Another article in the same issue describes the effect of the recent floods on the Dutch factory.

Printing, pictures and the texture of

the paper in this magazine are all unusually pleasing. There are the usual reports of employee activities and recreation and achievements. There is also an interesting attendance graph and an employee graph, as well as a monthly financial report.

A detailed description of current job evaluation is of unusual interest. In undertaking the project a new plan was tried. The Union selected from among its membership a four-man job evaluating committee, and Management selected a four-man committee from its numbers. From the combined eight-man committee, two Union and two Management members were chosen for specialized training in job evaluation and the Philadelphia consulting firm of Edward N. Hay and Associates was employed to train the team. Upon completion of all Union job descriptions, Management members of the teams will study and describe all salaried and hourly paid non-Union jobs, and, upon completion, refer them to the four-man Management committee for evaluation. In this manner, all jobs in the company will be carefully studied, related to each other and assigned a proportionate dollar value. Editor of the *Newsrator* is Helen Malsbury.

YOUNG RADIATOR COMPANY, Racine, Wisconsin, has sent us a copy of their 12 page, 8½" by 11" magazine, *Young Employees News*. The company recently held an open house which is fully reported in the magazine. Each department held a clean up-polish up campaign in preparation for the open house, and selected examples of

products for display. Employees served as guides, and the whole community was invited to the Open House. The pictures testify that families and friends and plenty of children showed up to enjoy the affair. Refreshments were served and souvenirs distributed. D. V. Coon is editor of the magazine.

What's New in Publications

STATISTICS COME TO LIFE TO SAVE LIVES in a new pamphlet, *Who . . . Me?*, put out by the Travelers Insurance Companies. The current publication is nineteenth in a series of highway safety booklets. The purpose of the series is to help prevent traffic accidents with facts about accidents. The accident problem can be solved only by those who do the walking and driving. Knowledge of how and when accidents happen may help drivers to prevent trouble. Amusing cartoons printed in yellow point up the grim figures.

According to the tables, three out of four accidents involved passenger cars traveling in clear weather on dry roads. Nine of ten vehicles in accidents were apparently in good condition before they crashed. Eighty per cent of vehicles involved in fatal accidents were traveling straight ahead. Saturday was the most dangerous day of the week to drive. *Who . . . Me?* was prepared under the direction of Walter M. Harrison, Jr., and illustrated by Robert Osborn. Inquiries should be directed to John G. O'Brien, Public Information Department, The Travelers, Hartford, Connecticut.

THE EXCESS PROFITS TAX IS ATTACKED in a leaflet, *How the Excess Profits Tax Hurts You*, put out by the Good Reading Rack Service. Research for the publication was conducted by the Public Opinion Index for Industry, Princeton, N. J. The message is directed to employees. Burden of the argument is that the excess profits tax curbs

normal business expansion and cuts into employment. The material is clear and presented attractively but the pamphlet gives the impression that the tax collector is responsible for the trouble, rather than the law itself. The leaflet fails to suggest any possible action.

AIMS, ACCOMPLISHMENTS, AND PROGRAMS OF THE INTERNATIONAL LABOR ORGANIZATION are described in a new pamphlet called *Partnership for Peace*. Workers, employers and governments get together in the ILO. Sixty-six nations are represented in the organization. Illustrated with drawings, photographs and charts, the publication gives the history of the ILO and outlines its current work. To perform its mission, that of achieving man-to-man justice throughout the world as a basis for peace, the ILO is divided into the General Conference, the Governing Body, and the Office. The conference is an assembly, the body a board of directors. The policies of these two groups are carried out by the Office composed of 700 international civil servants from 50 different countries. The ILO promotes technical assistance, higher living standards, and in general helps men to conquer poverty and misery. The pamphlet is available from the Washington Branch, International Labor Office, 1262 New Hampshire Avenue, N.W., Washington 6, D. C., for five cents.

EMPLOYEE RELATIONS and the impor-

tant and complex problems posed by these relations are the concern of the INSTITUTE OF INDUSTRIAL RELATIONS OF CALIFORNIA. The Institute has just put out a *Progress Report* covering the period 1945-52. The Institute was born out of the urgent need for careful study in this field which became increasingly apparent during the period of postwar economic adjustment. A high level of employment has become a crucial index of economic health. In the State of California, where the labor force has increased more than 50 per cent during the past ten years, it is particularly important that ways and means of preserving and expanding employment opportunity be carefully studied. Problems of personnel administration have also taken on new importance in recent years. Recruitment, placement, training, turnover and supervision, as well as human relations between supervisors and employees, are all studied by the Institute.

Another recent publication of the Institute is *Area Pension Plans Under Collective Bargaining*, by William Goldner. This is a reprint of an article in the December 1952 *Labor Law Journal*. It is helpful to a free economy when workers may move as needed from job to job and industry to industry. Area pension plans aid in making our labor force mobile. The pamphlets are available from the Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, California.

VOCATIONAL GUIDANCE AND OCCUPATIONAL ADJUSTMENT are discussed in a new quarterly, *Vocational Guidance*. The magazine is the official organ of the National Vocational Guidance Association. The old *Occupations* journal has become the *Personnel and Guidance Journal*, official organ of the American Personnel and Guidance Association. The two publications are

designed to complement each other. The *Vocational Guidance* quarterly emphasizes occupational information, and practical, "how to do it" articles. The material is short, and not too technical. It should be valuable to high school counselors, college personnel people, counselors in the Employment Service, Veterans Administration, rehabilitation offices, and private agencies. The magazine is liberally illustrated with photographs. Editor is Max F. Baer. Rates are \$2.00 a year, or 50¢ per copy. Subscription office is 1534 O St., N.W., Washington 5, D.C. Editorial office is 1761 R St., N.W., Washington 9, D. C.

DIFFERENT METHODS OF PROFIT-SHARING AND THEIR RESULTS are being studied by the Profit-Sharing Research Foundation. A compilation of the record of profit sharing is especially timely not only because of the spectacular increase in new plans but also because some leading public figures are particularly interested in the idea as a means of reducing management-labor tensions. The most significant project published to date by the Foundation is one on discontinued profit-sharing plans. The object was to find out why plans were discontinued in order to bring out sensitive areas which should have special attention. This study shows that most of the plan terminations reported were not of profit sharing plans as profit sharing is generally defined today. It also showed that, of the verified discontinuances, over 40% were caused by lack of profits and about 20% occurred as the result of purchase by or merger with new ownership. The report is detailed and well documented with charts and figures. *Studies in Profit Sharing*, by P. A. Knowlton, Director of Research, Profit-Sharing Research Foundation, is available from the Foundation, 33-16, Woodside Ave., Long Island City 1, New York, at \$2.00 per copy.

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SITUATIONS WANTED

PERSONNEL: Successful achievement throughout career. Presently with organization of 2000 people. 9 years of varied work experience touches on most phases of Personnel Administration including employee relations, classification, salary administration, testing and counseling, recruiting, placement and training. M.A. Guidance and Personnel Administration. Age 33, married, one child. Will relocate 250 miles radius of New York City. Resume, interview on request. Reply Box 233.

PERSONNEL WORK: B.A., M.A. (Personnel Administration, Vocational Guidance, Psychology, etc.) Some legal education, Recreation specialist. Member N.V.G.A., A.P.G.A. Age 27. Willing to relocate. Veteran. Reply Box 234.

HELP WANTED

ASSISTANT PERSONNEL MANAGER: Must have top potentiality to grow with an expanding organization. Largest multi-plant bakery in its field. Midwest location. Desirable age range 25-35. After short training period, work could involve all phases of personnel and industrial relations with major emphasis to start with on employment. Reply held confidential if desired. Write giving complete personal history résumé and past and desired earnings to Dir. Indust. Relations and Personnel, OMAR INC., 1910 Harney, Omaha 2, Nebr.

Man with degree and some experience to administer personnel program in branch plant of about 250 people. Plant is located in eastern Pennsylvania and manufactures heavy machinery. Will work under direct supervision of Plant Manager with administrative direction from home office. Reply Box 229.

SITUATIONS WANTED

PERSONNEL ASSISTANT: 2½ years experience in recruitment, selection, training, records management, research and statistics, wage administration, procedure writing, work measurement, and advising line officials on personnel policies and procedures. Plus 2½ years personnel experience as Naval officer. Presently employed as Assistant to Personnel Director of national organization with 700 employees. M.A. in Personnel Administration. Age 28. Married. Prefer New York-New England area or overseas. Available July. Resume on request. Reply Box 223.

PERSONNEL ASSISTANT: 2 years experience in recruitment selection and induction procedure—training and experience in research testing and statistics. Also plant personnel experience (industrial relations—grievances procedures, etc.). B.A. Psych., M.S. Personnel. Age 26. Married. Prefer New England, New York. Presently employed as Personnel Assistant in national flour milling company with 3,000 employees. Available May 1. Resume upon request. Reply Box 226.

PEOPLE—PRODUCTION—PROFITS: Back again! Last month my services were placed "on the block," but none bid. Unfortunately this is one case when "Monday morning quarterbacking" doesn't provide the answers to what was missing. We (my conscience and I) know that describing me as a "ball of fire" would be inaccurate. On the other hand "dud" wouldn't be a fair estimate either. I do have productive abilities and have been known to come up with some original and practical ideas about dealing effectively with people. My experience includes down-to-earth "sweating out" of laboratory, at executive conferences, in the offices and the maintenance shops. July 1953 will round out 13 years "at work", coupled with a graduate degree in personnel-psychology and current graduate study squeezed in around my family obligations and weekly choir practice. The age is 36, presently directing personnel program for organization of 5000, with \$9000 salary. Believe I can earn my way at \$10,000. Reply Box 227.

PERSONNEL MANAGER: M.A. Industrial Psychology, 5 years experience with large company in all phases of industrial relations and personnel management except labor relations. Successful record. Presently hold position of Asst. Industrial Relations Supv. Present salary \$7400. Age 33, married. Midwest location—west of Mississippi River desired. Available within 1 month. Reply Box 228.

PERSONNEL: Personnel man with Master of Personnel Service degree qualified for training, counseling, interviewing, research and other personnel functions, age 41, available June 15th. 6 years with public utility. Will locate anywhere. Complete personal data sheet including photo available on request. Melvin Geiser, 2403 Arapahoe, Boulder, Colo.

PERSONNEL DIRECTOR: Over 15 years experience in all phases of office and factory personnel administration—recruitment, testing, negotiations, job evaluation, safety, training. Now have over-all responsibility in plant of 2,000. Age 41, married, children, degree, \$10,000 per year. Midwest preferred but not essential. Reply Box 230.

TRAINING DIRECTOR OR ASSISTANT: Wharton School graduate. Experienced in planning and organizing training programs. Experienced in Executive Development and Foreman Training teaching and development. Rounded background includes proven results in sales and personnel administration as well as training. Will relocate. Resume on request. Reply Box 231.—

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available September. Resume on request. Reply Box 232.

SEE OTHER SITUATIONS WANTED, AND HELP WANTED ADVERTISEMENTS ON PRECEDING PAGE

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 37 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

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EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

JULY

- 19-22 East Lansing, Mich. Michigan State College.
College and University Personnel Association. Annual Conference. Donald E. Dickason, Executive Secretary, 809 South Wright Street, Champaign, Ill.
-

AUGUST

- 3 New York, New York. Hotel Statler.
Practising Law Institute. A Non-Profit Educational Institute. Summer Session Practising Law Institute, 57 William Street, New York 5, N. Y.
-

SEPTEMBER

- 9 East Lansing, Mich.
Michigan State College. Industrial Relations Workshop. Paul L. Moore, Head Department Business & Industry, Michigan State College. East Lansing, Mich.
- 23-24-25 New York, N. Y. Waldorf-Astoria.
National Industrial Conference Board, Inc. General Session. 247 Park Avenue, New York 17, N. Y.
- 30-Oct. 1-2 West Lafayette, Ind. Purdue University
Purdue University. 11th Annual Conference on Training in Business and Industry. Comptrollers Office, T.E.D. Purdue University, West Lafayette, Ind.
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Editor to Reader:-

NOW, IN THE MIDST of the summer holiday season, I'm recommending a winter vacation. After the passage of more years than I like to count, last winter I had my first one. Not as an alibi but in explanation, let me say that I am in the fortunate position of being able at times to combine pleasure with business in my travels. That seems to me a just reward for the many miles my business requires me to cover every year—about 50,000.

Winter or summer, the interest aroused by new sights and different people provides a release from the tensions which result from constant concentration on business affairs. When the holiday actually starts I find myself caught up in a new and pleasant routine—where to go and how, what to see, what to do, where to eat.

Returning from a sailboat-racing excursion to Nassau, the assistant editor and I joined the Nassau-Havana cruise of the S.S. Nassau, a ship under Panamanian registry with a crew of 295 Italians. After observing for a day the smooth routine with which all departments of the ship seemed to operate, it struck me that here was good personnel management of an unfamiliar kind. So, my reportorial instincts getting the upper hand, I climbed to the bridge to see what I could learn from the Captain about the familiar problems of employment, training, discipline, union relations, pensions and the rest.

The Captain was affable, spoke excellent English, and answered my questions readily. Among other findings: employment is by written contract for 18 months. Hiring is done at the home office of the line in Italy. When the ship reaches there, perhaps once or twice a year, new hands are already hired and are ready to come aboard. There's no problem of getting enough men in Italy, which apparently has

something less than "full" employment. Discipline is not difficult; ship's officers have complete freedom to discharge if necessary. Although marine workers are unionized in Italy, unions are not recognized under Panamanian law and the Captain does not deal with them.

LETTERS FROM A NUMBER OF NICE PEOPLE have been received since our recent paragraph about the importance of incoming mail to an editor. We try to acknowledge all of them promptly but may slip up on occasion. This is a general *thank you*. Sooner or later we'll have an opportunity to comment individually on the subjects and points of view expressed. Meanwhile, please continue to write when you feel so disposed. Your letters are sincerely appreciated, and help a lot in shaping up the kind of magazine that's most interesting and valuable to you.

WHY DO SENSIBLE BUSINESS MEN have such implicit faith in their ability to judge other men? Truly, they can only judge on the basis of their own knowledge. For example, it would be very difficult for me to size up theatrical people. I do not know anything about the theatre and have little interest in it. Consequently my standards of value are entirely different and make it hard for me to appreciate the fine points, abilities, interests and personal characteristics of theatrical folk.

This was illustrated for me a number of years ago when, as a personnel director, I had 3 interviewers with very different backgrounds. I ran an experiment to see how accurately interviewers could pre-judge the ability of an applicant to score high or low on an intelligence test. One of the interviewers was a very bright college graduate with training in psychology and

several degrees. He was much more accurate than anyone else in estimating people's intelligence. One of the interviewers was a woman of modest background and high school education. She tended to estimate everyone's intelligence at somewhere near her own, and with comparatively little variation. She could not identify a bright person when she saw one and found it equally difficult to spot a dull one.

The ingrained habit of all of us is to feel that we can judge other people but man is such a complex work of nature that it is not surprising that we find it difficult to understand him. Witness the extraordinary things which some of the world's great men, like Benjamin Franklin and Leonardo da Vinci, have done. How can we ordinary people hope to measure the potential of such great minds?

Or consider the many years of intense study which psychiatrists must undertake, and yet how difficult it is even for the trained psychiatrist to understand more than dimly the behavior and thinking of the abnormal mind.

The problem of man measurement is actually one of prediction. That is, we measure a man to find out how he is likely to act in a given situation. Does he have the mechanical aptitude for the job we want to put him on? Most attention has been given to the fields of intelligence, aptitudes, interests and skills.

While a lot of thought has gone into the matter of personality measurement, actually not too much has been accomplished. Any question-and-answer test in this field is subject to faking on the part of the applicant. How can you get around this difficulty? Furthermore, the test which consists of questions places severe limits on what you can find out about a person. The greater freedom afforded by the clinical interview makes it possible to learn a great deal more about a man than by means of a rigid questionnaire.

By far the most advanced is the clinical method of appraisal. Even the clinician however, needs some tools with which to work. The familiar paper and pencil tests help a great deal, although they require skilled interpretation. There is more to it than that, however. When we get into the field of personality it has been found that the so-called projective tests unlock closets of the human mind as nothing else can do. "Projective" really means that a test requires the applicant to project or place himself in a particular situation. The Rohrshach is the best-known projective test. It is still an imperfect instrument but, through the many years of its development and use, skilled clinicians have learned to do rather well in its interpretation.

The T.A.T. or Thematic Aperception Test is another which has come into increasing use by skilled practitioners. Recently I have participated in an attempt to expand its use by having the test given and recording answers on a sound-tape. They are then played back by the clinician in his quiet office where he can interpret them. By having everything on the tape he gets all the fine points of the applicant's responses. T.A.T. consists of a series of pictures rather vague in nature. This very vagueness requires the subject to create out of his imagination a situation which he thinks will fit the picture.

Each of us is limited by the content of his own experience; what the picture means to me may be quite different from what it means to you. Not only do we see differences in content but there are differences in the way in which we express this content and develop our thoughts. Thus we give the clinician the opportunity to read our minds.

Another new development about which little has been heard is the *group* T.A.T. The process consists of giving each individual the test separately and then bringing a group of five or ten individuals

together. You drop one of the picture cards on the table and say to them, "You have all taken this test. Now, I am going to ask you to agree on one single answer representing the judgment and preference of the group." You let nature take its course from that point on. It has been found by Dr. Milton L. Rock, who was one of those who originated this method, that it reveals some characteristics which have a very marked bearing on leadership.

So I say to all personnel folk, be aware of the importance of more and better tools for the measurement and analysis of the applicants who come to you. Do not be discouraged if some tools require more expert knowledge for interpretation than you happen to possess. Perhaps you had better not use tools of that kind except through others who have the necessary expert skill. However, any one who wishes to can do much to improve his interviewing skill.

One of the most useful devices is the analytical interview, about which a good deal has been written. Another valuable device is the scored application blank. This is merely a statistical analysis of the relation between success on the job and certain facts about individual employees, such as the difference in performance between married and unmarried men, the difference in stability of those who own their homes as against those who do not, and many other characteristics. Each scored application blank has to be developed and validated for the particular situation in which it is being used. This is for obvious reasons, since the characteristics of successful people in different kinds of jobs may vary a good deal.

The difference between hiring, promoting or assigning people as a result of highly skilled analysis by a clinical psychologist, as against amateur or ordinary interview methods, is great. When the difference is once observed it would seem

unlikely that anyone would forego the value of the expert clinical appraisal when he can get it.

THANKS TO STAN WILCOX of Socony-Vacuum's Industrial Relations department for sending me a clipping. It's about a "robot brain" that's supposed to help the Army keep mechanics out of the kitchen and cooks out of the motor pool. Says Stan: "With the perfection of a push-button mechanism for selecting the right people for the right job (as described) a full battery of precision tools is now provided for the mechanical practitioner of the mechanical science of Mechanical Human Relations." No comment!

AS A COMPANY, WHAT DO YOU DO ABOUT CHRISTMAS? I don't mean the roisterous Christmas party which is sometimes more remarkable for high spirits of the bottled variety than for any other kind. Nor am I thinking of the exchange of little presents among the girls, or the giving of bonuses.

A week or so before last Christmas I ran across something so heart-warming, and so truly in the spirit of the year's biggest and most favorite holiday, that I made a note to tell PJ readers about it on the chance that you might like to do something similar in your offices. As far as this idea is concerned, "the more, the merrier."

It was somewhere around the middle of December that I happened to call in at Funk & Wagnalls, the publishers, on East 24th street in New York. In the reception room, right across the room from you as you entered, there was a table piled two and three deep with beautifully wrapped packages of all sizes and shapes. As I waited there a few minutes, two or three office people each brought out another be-ribboned package and placed it with the others. The people seemed somewhat embarrassed to be "caught in the act". I

wondered what was going on, and inquired of my friend when, shortly, he came out.

It seems that someone in the office had been in touch with The Family Shelter, which I understand is one of a number of New York organizations dedicated to looking after needy children. The Shelter had furnished a list of children who in the ordinary course of events couldn't expect much from Santa Claus. Office people who wished to participate in the project had a drawing, in which each got a slip of paper with the name and age of a child written on it. The gaily-wrapped packages, each marked only with the name of some child, were for these kids, to bring a measure of joy and love into their lives at Christmas time.

Does it strike you that banding together this way to do something for others who are less fortunate might do a lot for a group of office people too? . . . Can you tell us of other Christmas ideas, used by your own company or others, that might be passed along?

THERE'S BEEN A PRETTY MESS down in Selbyville, Delaware, "unofficial broiler capital of the Delmarva Peninsula". Robert Hagy told about it in a full page story in the Philadelphia Sunday Bulletin. "CIO Invasion Stirs Up Bitter Resentment in Quiet Old Delaware Town" was the main heading. The subhead was: "Strike to Organize Poultry Plant at Selbyville Marked by Cross Burning".

All I know about it is "what I read in the paper" and I won't attempt to condense a newspaper page of fine print into a couple of paragraphs. There were charges and counter charges. There was violence on both sides—most of it, apparently, by partisans of the H & H Poultry Company, the struck plant employing some 300 people, mostly negroes. Two AFL unions had tried unsuccessfully to organize the plant: local 262 CIO won out in an NLRB elec-

tion. Chief demand was a pay boost from 83¢ an hour to \$1. The company would not give over 5¢ an hour more. They hired 200 new people to replace the strikers and announced they had no intention of taking any strikers back.

What caused most resentment was the "invasion" of the town by union leaders from afar, who had no roots in the district and little understanding of the local situation in which they became embroiled. Headquarters of Local 262 CIO were in Newark, N. J. Union people from there, from New York and from Camden, N. J., directed activities when things got too hot for the local organizer, a native son, to handle.

Generally speaking, I'm in favor of unions. They've made great contributions both to their members and to industry. Many of their leaders are able men of vision, sincerely eager to help make our profit-enterprise system work. But I am definitely not in favor of some union tactics. The CIO does the whole labor movement a disservice when, without much investigation and with little or no constructive thought, it barges into a peaceful local situation merely to organize another unit and put a few more dues-paying members on their rolls.

Hagy quotes a Selbyville townsman: "A lot of folks around here will tell you that the CIO is the same as the Communist party. I don't have no truck with that. That's not so. But this CIO outfit that's come in here don't have any more real interest in them colored workers or in this town than the man in the moon. They don't know anything about this town, and they never should have come here. If they'd got out, all this fuss would be over in a minute."

Red Hagy

A company's personality—for better or worse—is a composite of individual personalities. The author itemizes six characteristics which executives should cultivate, to give their departments a winning personality. He shows just how the presence or absence of certain executive traits may affect the spirit of the whole organization. This is a condensation of a talk in March before the Pittsburgh Personnel Association.

Personalities—Their Impact on Management Action

BY WILLIAM J. E. CRISSY

Industrial Psychologist, New York City

YOUR Company, and each department or unit within it, has a personality just as you do. Your personality does much to shape that of the company. In fact, the company's personality characteristics stem, in the main, from two sources—the mode of behavior of the founders, and the personalities of subsequent management generations, especially the one at present at the helm.

The vast Ford enterprise was a one-man show as long as the old man lived. To quote a recent AMA report, "He had his finger in every pie, often staying at the plant day and night. He boasted that his organization had "no organization, no specific duties attached to any position, no line of succession or of authority, very few titles and no conferences." He made many personal decisions and for a long time delegated relatively little.

MANAGEMENT'S PSYCHOLOGICAL ADJUSTMENTS INFLUENTIAL

Companies certainly vary greatly in the degree to which they decentralize management authority. Generally the difference can be traced directly to a complex of psychological adjustment mechanisms on the part of management. The top group may be wittingly, or unwittingly, perpetuating a stereotype of what it believes "was done" by the founders. Also, it may be symptomatic of a desire to escape the much tougher planning function, properly the sphere of top management. Clearing on details and on minor decisions becomes the excuse for not having time for the

bigger problems. Still another aspect of this adjustment may be a reluctance to "let go", and to let some of the younger people in the company take hold of problems.

A second characteristic on which companies show wide differences is in communications—getting the word around. In Company A everyone seems to get the word, and many media, formal and informal, are used to insure this. In Company B it's hard to get the word and, besides, the word keeps changing. About the only medium of communication seems to be the grapevine, plus sporadic emergency dicta from on high.

This, too, can be traced back for the most part to management personality adjustment mechanisms. Frequently trouble with communications stems from the ways of the "good old days" when the company comprised one shop, a small working force, and a management in over-alls, and everybody knew first-hand what was going on. Also, it may trace in part to top management's indecisiveness and reluctance to commit itself in writing. Or it may be caused by failure of executives to realize that in a big company everyone doesn't automatically get to know everything that is going on. What we consider obvious is rarely obvious to others.

MORALE AFFECTED BY EXECUTIVE ACTION

Morale may be cited as a third characteristic on which companies vary considerably. Morale is to the group what motivation is to each individual. It is a sharing of goals in common. Morale can be high only if considerable overlap exists between each individual's goals and group, or company, goals. Now here, no one would dispute the executive's influence. One of his primary obligations is to shape and to communicate group objectives. If he is fuzzy with respect to his own individual goals, he cannot very effectively set company or unit objectives. Goal-setting comprises a large part of the "planning" function in any business. Patently, the higher up in the organizational hierarchy you go, the more "planning" should be the chief activity of the incumbents.

A fourth characteristic, kindred to morale, is foresight. Wide variations exist among companies, and within companies, with respect to scheduling to minimize emergencies. In some companies, the emergency condition becomes the commonplace. In others, emergencies are rare. If the former undesirable condition prevails, it is generally traceable to the top management group and the way they, as individuals, adjust. If their thinking extends only to the moment and the present problems, they will induce similar short-range thinking down the line. Furthermore, demands will be made for the solution of problems now in their span of attention, to the detriment of scheduling and with little thought for the relative importance of things.

Let's once again change our focus of attention, this time to desirable traits or characteristics which this fellow, the top executive, should have. What makes him

tick and what should he be like? The executive should make every effort to exemplify these qualities in his behavior:

1. *Maturity*—On the intellectual side this implies not going off half-cocked. The mature thinker takes time for meditative, reflective thought. He weighs all angles and then decides. The emotionally mature person exercises control over his emotions and expresses emotional response in socially and morally acceptable ways. He avoids entanglements which tend to hamper or cloud his thinking. He rarely “blows his top.”

2. *Drive*—This involves three-way adjustment. Executive behavior must be directed—goals set and then sought after. Also, adequate energy to get the job done must be applied. Finally, there must be “pacing” of one’s self so that one’s energy level is maintained from initiation of the task to successful completion. The executive with drive does not work in stops and starts. He is able to set goals, both short-range and long-range, and then to inspire others to seek them with him.

3. *Social perceptiveness*—The executive must develop this characteristic. This involves being sufficiently “person-focused” to pick up minimal cues in the other fellow’s behavior to what’s going on within him. In light of such observations, he then modifies his own behavior accordingly.

4. *Enthusiasm*—The executive must love his work and the company; only then can he inspire others to do a good job. Indeed, one of his major functions is to bolster the waning spirit of his subordinates when need arises.

5. *Sympathy*—He should feel *with* the other fellow, though not to a point of letting it interfere with rational thought process. The “cold fish” makes a poor manager.

6. *Empathy*—The executive should be able to feel *for* his colleagues and subordinates, be able to put himself in their shoes. I think this is why so many successful members of management come up from the rank and file within the company.

In connection with these last two emotional characteristics may I insert a word of caution. The executive, to be an effective leader, must command respect. If warmth towards others is forced on his part, respect may be lost thereby. Over-all, the executive’s personality must ring true. We must be ourselves, but continually improve ourselves.

These desirable characteristics do not just happen. They must be cultivated. All of us can increase our amounts of them by being *people-centered*, *not job-centered*, in our thinking; by taking time for self-evaluation—scoring our runs, hits, and errors in our human relationships, by taking account of the likes and dislikes of people around us; by making a study of human behavior a part of our own plan for continuing self-improvement.

Who can measure the effects of good or bad executive adjustment upon over-all management action? Potentially, a major source of our company’s profit or loss is found in the effective, or ineffective, behavior of the top management group. Each

of us has seen indecisiveness run into many man-hours of overtime. What we cannot so easily estimate is the cost of the effect of undesirable executive behavior on general *esprit*—the muffled grumbings that may result and extend all the way down the line.

An unjustified bawling out in public may have a rippling effect down to rank and file, with resulting spoilage, accidents, etc. A single management "boner," due to lack of planning, may shake the confidence of an entire department, and may necessitate months of deliberate rebuilding in order to achieve the previous state of morale.

On the other hand, we've all seen inspired leadership accomplish the impossible. The top executive who shows confidence in his team by letting them do the job, and by encouraging them, rather than interfering or ordering them—why, for him people up and down the line will "break a gut". One major indication of the top executive's effectiveness is the few times he needs to issue a direct order concerning day-to-day operations.

BEHAVIOR AT TOP SPREADS THROUGH ORGANIZATION

What about the effects of executive behavior upon the development of young members of the management group? Imitation is an all-pervasive method by which all of us learn. You can be sure that young men are going to follow the patterns of behavior they observe. Furthermore, they are going to "clam up" very quickly if they find their questions are not welcome, or if they do not receive a sympathetic ear. Also, the young executive is usually astute enough to know when "busy work" assignments are being given him. This often happens when the senior member of the unit has not deliberately freed himself of operating detail in order to assume his responsibility for training.

It can't be stressed too much that executive development is as much a matter of attitude formulation, as it is acquisition of "know-how." If each of us subscribes to the thesis that the number one job of each member of top management is to develop a replacement as good as or better than himself, we begin to realize how important an effect executive behavior has on the future of an enterprise.

Each day, each of us can profitably ask ourselves questions like these: (1) How much time did I spend today formulating plans for the company (or unit)? What are they? (2) How often today did I get bogged down in detail? Was it to escape tougher problems? (3) Did I interfere today with any of my subordinates in their work? Did I jump the chain of command? (4) Did I "blow my top" today? What caused the upset? What can I do to insure against its recurrence? (5) How much time did I devote today to developing others working for me? How were my efforts received? (6) Did the company get value for its money from my being on the pay roll today? What were the runs, hits and errors?

In the light of our answers we can take steps toward self-improvement, and thereby do our part to improve organizational effectiveness.

How employees in 81 branch offices are made to feel that they're valued members of the company team—and that their views are important to top management—is told in this factual article. Whatever your type of organization, if you have an employee attitude survey in mind you'll find helpful hints here.

We Survey Attitudes Annually by Mail

BY E. F. WONDERLIC, Vice President
General Finance Corporation, Chicago

ATTITUDE surveys have been made from time to time in many organizations. But not many companies have reported that they appraise employee attitudes regularly. General Finance Corporation does—and with practically the same questionnaire from year to year.

The questionnaire we used last Fall in our fourth annual survey was somewhat revised to include questions covering current problems. However, the repetition of many questions asked in previous surveys makes comparisons possible from year to year, by divisions and branches. The record is valuable to us as an indication of personnel and management weaknesses. When corrective measures have been taken, the record also tells us how effective such measures have been.

Questions used in our surveys are very searching. There are 25 to 30 of the multiple-choice variety. They encourage the broad expression of views as well as specific pointed criticisms. The final question invites general comment, and employees are asked to suggest any question which they feel should have been included.

MECHANICS OF THE SURVEY BY MAIL

Operation of a multiple branch organization makes it necessary to conduct an attitude survey by mail. But we feel that this helps to give an unbiased, valid result. Questionnaires are sent out in bulk to our 81 branches, with a covering letter to each employee. Each is asked to complete the questionnaire at his leisure and return it, sealed, to the home office personnel department in an envelope which is provided.

There is no identification of any kind on the envelope. All employees, including those recently hired, are asked to reply.

We believe that the supervised method of completing such a questionnaire would probably not provide as valid opinions, especially where employees in a branch office may number only three or four. The company feels that an employee is unlikely to express himself frankly under supervised conditions, particularly if he thinks that the immediate supervisor or office manager might see the reply.

The choice of signing or not signing the questionnaire is left to the individual employee. Each year the percentage of people who identify themselves increases and the value of the opinions improves. To us this indicates that validity and benefit will increase with continued use of the attitude survey. We feel that by winning our employees' confidence in management we have overcome many of the criticisms of a survey by mail.

Perhaps we try harder to get straight-forward replies than some companies. The covering letter with last Fall's questionnaire said in part: "In filling out this opinionnaire, please be frank and honest in your opinions. Check the word or phrase which most nearly fits. If you feel no answer describes your opinion, write in your own. However, do not check the word or phrase which you feel the company or your supervisor would *like* to have checked. We are interested in *your* opinion. . . . If you have not participated in a survey before, please remember that your ideas and opinions are what we want, and that they will be held strictly confidential. You may ask others, and easily determine that no attempts are ever made to identify an individual for his opinions. . . . When you have completed the opinionnaire, place it in the envelope provided and mail it yourself. . . . If you would rather use another envelope, you may. They are not marked or identified in any manner."

WHEN TROUBLES ARE FOUND, CORRECTIVE ACTION IS TAKEN

Most of our people know now by experience that they will not be disciplined or discriminated against because of their answers. They also know that management considers their opinions and, where possible, takes action to correct criticized methods and situations. Apparently they are convinced that their participation in these surveys is constructive, and brings them better working conditions and a better relationship with managers and fellow employees. One indication of this is growing percentage of our people who return their questionnaires. In 1948, the return was 50%; in 1949, 46%; in 1950, 49%; in 1952, 70%.

The first page of our questionnaire asks the sex of the respondent; the division in which he or she is employed; the place, whether home office or branch; whether employed more, or less, than three months; whether the respondent supervises the work of others. This information enables us to tabulate replies from each division and office, and pass them on to top-level supervisors who are concerned. By comparing returns from sections for which they are responsible with over-all company returns,

top supervisors can determine where corrective measures should be taken. The employee's immediate supervisor never knows how any individual has answered, even when the individual has signed his name—which 56% did in our most recent survey.

Preceding the personal questions just mentioned, there was a paragraph telling the employee that his answers would not be used in any way to identify him, but would be very helpful, "since procedures of the various divisions differ and we can fit your opinion to the operation. However," it continued, "if you feel this information will in any way identify you, and you will not feel free to give us your frank and honest opinions, we suggest that you skip this section."

A CHANCE TO GET GRIPEs OF ANY KIND OFF THE CHEST

Questions asked in the survey include items in the following and other areas: wage and salary policies; working conditions; equipment; management; respect of management; respect of leadership; company supervision; training. To cite several examples, question 5 of our latest questionnaire was, "Do you think that GFC wants to (1) Pay below average salaries, (2) Pay above average salaries, (3) Pay average salaries." Question 7 was: "All in all, how well do you think your branch or department is managed?" Spaces were provided for checking these answers: "(1) Very well managed; (2) Fairly well managed; (3) Not so well managed; (4) Not managed well at all; (5) Undecided." Question 11 was, "Does your supervisor play favorites?" Four answers were listed: "(1) Never plays favorites; (2) Some of the time; (3) Very seldom; (4) Most of the time."

The last question in the opinionnaire is a rather unusual one. It requests employees to suggest items for inclusion in future questionnaires. People are also urged to suggest specific criticisms and express attitudes on subjects not included in the questionnaire. Many use this opportunity to express themselves on both favorable and unfavorable working conditions. Several questions in the present survey were developed as a result of the employees' suggestions in answer to this last question:

"In preparing this questionnaire we couldn't cover every aspect in detail. Therefore, we left this page for *you*. Here is your opportunity to offer any additional questions which would improve this survey, or offer any frank opinion you might have regarding the company's policies which are not covered in the preceding questions. In listing additional questions, please indicate your present opinion in the answer."

We intend to continue using this Attitude Survey on an annual basis, since both management and employee groups feel that it helps us to understand human relation problems in our type of chain operation.

In dealing with rates, industrial relations people often have one point of view, and industrial engineering another. The conflict can be costly when strikes result and production drops. The writer, an experienced arbitrator, proposes that people of the two departments work together to get the "feel" of each other's objectives and thinking.

Management's "Divided Front" Cries for Mutual Understanding

BY DONALD A. CRAWFORD, Associate
Edward N. Hay & Associates, Inc., Philadelphia

CORPORATIONS of medium and larger size sometimes suffer unnecessarily because of friction between their Industrial Relations and their Industrial Engineering Divisions. The labor relations man may scoff at the industrial engineer as a naive technician. The industrial engineer may think of the labor relations man as a union appeaser who sells out engineering findings to expediency. At best, this conflict—conscious or unconscious—causes a somewhat divided front. At worst, it can cost hundreds of thousands of dollars in strikes and low production.

A recent arbitration proceeding illustrates what is meant. Some years ago, an assembly operation in a plant of a large seaboard corporation was changed from hand to machine assembly. The last and most important steps of this substantial process change were completed two years ago.

During the change-over years, assemblers were paid on a group incentive basis. Five years ago the company, realizing that the men were running away with these incentive rates, established a ceiling of 45% over base rate. When, with the completion of the process changes, the company tried to install proper incentive rates, the assemblers protested. The proposed rates required effort at the very high 45% incentive pace.

MANAGEMENT HAD THREE IDEAS OF WHAT TO DO

The union controversy split management three ways. Industrial Engineering insisted that proper rates were essential to the maintenance of incentive standards throughout the plant. Manufacturing insisted that volume production be achieved on straight time. Industrial Relations insisted that the "loose" rates be continued

to avoid a strike and because of the previous expectancies of the operators. Each division carried its fight to top management. The immediate result was a compromise on rates $\frac{2}{3}$ higher than those proposed by Industrial Engineering, but $\frac{1}{3}$ lower than the previous rates.

Industrial Engineering was not satisfied, however, and a year later won top management's support of installation of the proper rates. A bitter three-week strike developed, resolved finally by an agreement to arbitrate. This agreement was secured only by vigorous strike-ending moves taken by the International Union.

The arbitrator restored $\frac{2}{3}$ of the last rate cut—leaving the rates halfway between the proper level and the original inflated level. Local union feelings ran so strong that, had the arbitrator not guessed an acceptable figure and had the International Union not taken strong action, the plant would have been torn by labor strife and strikes for a year or longer. Deep-seated inter-union jurisdictional struggles, born during the rate cutting, were rampant until cut off by the award.

NOT AN ISOLATED INCIDENT

The significance of the story from management's standpoint is that the Industrial Relations-Industrial Engineering conflict nearly resulted in very serious loss of production. Nor is the incident unique. In varying degrees, with varying consequences, the problem occurs within many managements.

Had the industrial engineers of the company understood the labor-relations problem, they would not have been so adamant about imposing proper rates. Had the industrial relations people grasped the plant-wide incentive level problem, they would have tried harder to find a way of achieving or approximating the proper rates. Presumably, mutual understanding in the management team would have resulted in an answer at least as good as the arbitrator's. Certainly mutual understanding would have prevented the problem from dragging out over two years, and developing into bitter labor strife.

Recognition of the problem has caused many managements to inter-relate the activities of their industrial relations and industrial engineering staffs so that each comes to understand the problems and perspective of the other. A few companies go to the extreme of having their industrial relations people work with their industrial engineers on some job evaluation and rate-setting assignments. Conversely, these companies have industrial engineering people participate in grievances meetings and contract negotiations that involve non-rate-setting as well as rate-setting matters.

Other companies have their industrial engineers sit in on job evaluation and rate-setting grievances and have the industrial relations people investigate with the industrial engineers the actual jobs or rates in dispute. The former is common. The latter is not, because the Labor Relations man usually assumes the engineer to be technically right.

Some companies endeavor to achieve the same result organizationally by placing industrial engineering under industrial relations executives. This arrangement, however, is meaningless unless a method is worked out to inter-change experience and perspective among industrial engineering and industrial relations people.

Irrespective of method, the value of the inter-change of knowledge, if successful, is that the engineer gets the feel of labor relations and the labor relations man learns to understand incentives and job evaluation. The industrial engineer learns why his technical judgments must be violated on occasion because of over-riding human values. He learns to accept compromise without cynicism or frustration. He comes to believe in over-rating the heater's job in a steel mill because of proud tradition, while still defending overall job evaluations.

CONVICTION OF UNDERSTANDING NEEDED IN DEALING WITH UNION

The labor relations man who works with industrial engineering becomes able (a) to understand the necessity of maintaining roughly equal pay for roughly equal effort or job content, and (b) to judge the soundness of the rate setting. Without this knowledge, the industrial relations man is likely to laugh privately at measuring "learning period" or estimating "normal pace", while defending the system before the union. Equally bad, without this knowledge he must accept the industrial engineer's opinion that the rate is proper, without personal judgment or conviction. In dealing with the union, therefore, he is simply a mouthpiece unable to recognize bona fide objections or to express the conviction of understanding. If he yields to worker resistance to the rate, he does so without any real knowledge of the soundness of the rate.

The price of ignorance is high. It makes for cynicism and frustration—expressed or unexpressed—between the engineer and the negotiator, and for disunity in resolving differences with the union. The conclusion is obvious. Corporations which have not thought of giving industrial relations men a real grasp of industrial engineering, and the industrial engineer a real grasp of labor relations, can profit by immediate attention to the problem. The solutions are not patent. They depend upon circumstances of the particular company. The method, however, which gives representatives of each profession a chance to face the problems of the other on the firing line is imperative and profitable.

Fixed charges, including salaries, can be ruinous when business falls off. This article tells how one company found a way to adjust executives' pay up and down with sales volume—factory supervisors' with monthly production volume. The system takes account of a changed picture within 15 days.

Executive Salaries Fluctuate With "Variable-Fixed" Charges

BY DEAC MARTIN

Trade and Public Relations Counsel, Cleveland

WHILE a "variable-fixed" charge may seem paradoxical and even impossible, the fact remains that The F. W. Wakefield Brass Co., Vermilion, Ohio, has been utilizing such a strange anomaly since 1935 and the company has shown a profit ever since it went into effect.

To understand why charges are fixed, month in and out, regardless of sales and production, yet are variable in their fluctuations, it is really necessary to comprehend something of the electrical lighting fixture industry of which Wakefield has been a part since 1907. It is a simple operation to make electrical fixtures, because it is easy to shear, bend, and stamp light metals and assemble and finish them so that they will support lamps or fluorescent tubes. But to make efficient lighting units, furnishing the correct quality as well as quantity of light, requires the services of five illuminating engineers in a personnel of 150 in this company.

HIGHLY COMPETITIVE NATURE OF BUSINESS

Because it is easy to process and assemble light metals into a fixture that gives some sort of light, the lighting industry has experienced many quick peaks and valleys which have been independent of the national curve of business. Small companies with no experience in manufacturing lighting equipment decide to go into the business and, when such companies compete, prices can be haggled down to a point where there is no profit for the company that finally lands the job. In consequence, business failures in the industry and withdrawal from side-line manufacturing of lighting equipment have been frequent.

In the depression of the early 1930s, salaries at Wakefield were maintained at former levels. As the depression grew worse, salaries and other fixed charges were not changed to fit the times and, in consequence, in 1934 it became necessary to re-capitalize the company.

From that time a new rule has been in effect: Salaries for management personnel vary according to dollar volume of sales. In the factory, salaries for supervisory positions vary according to monthly volume of production. The National Electrical Manufacturers Association salaried job rating plan is used as the base for factory compensation.

In this way, a "fixed" sliding scale raises the pay of office management personnel automatically when sales are good, while it applies a safety brake just as automatically when sales drop below a basic volume. Wakefield puts these changes into effect within 15 days after a rise or fall in sales. They apply to all but stenographers who are on fixed salary, by their preference.

Wakefield applies the "fixed-variable" principle also to its advertising and sales promotion. A small cushion appropriation is maintained in the interest of continuity of schedules but, in general, the volume of promotion rises or falls with sales.

In the office this system works as an incentive for everybody to put shoulder to wheel. Sales people have even been known to drop their selling and scour their territories for supplies when the purchasing department had difficulty in getting materials. Proof that the method works is patent in the fact that the company has been on the profit side ever since the system went into effect in 1935.

About the Authors

William J. E. Crissy serves companies in a number of industries as an industrial psychologist. In World War II he was a line officer in the U. S. Naval Reserve and still works with the Navy on Submarine personnel problems. Was awarded the Silver Star for gallantry in action. Received his Master's degree from Harvard; a Ph.D. from the University of North Carolina. Now on the staff of Queens College and Fordham University, where he directs research projects in industrial psychology in the Graduate School.

E. F. Wonderlic may be best known to personnel people as author and publisher of the Wonderlic Personnel Tests used in the selection and placement of employees. After earning an M.A. in psychology and a B.S. in commerce at Northwestern University, in 1932 he entered the consumer finance business. Recently he was named Administrative Vice President of General Finance Corporation, Chicago, in charge of the company's automobile financing, insurance, and small loan operations through 81 branch offices.

Donald A. Crawford is an associate of Edward N. Hay & Associates, Philadelphia. He has worked in a variety of capacities in the industrial relations field: as a consultant on labor relations policies and job evaluation; public member of government labor boards; mediator; arbitrator. After taking his B.A. and M.A. at Stanford University, Palo Alto, Cal., he did graduate work in economics and industrial relations, and taught there.

(Continued on page 118)

Many executives who want to increase their insight and improve their managerial skills are unable to devote consecutive daytime hours to it. This article describes an evening course of twelve 90-minute sessions, and tells what came out of it. The course involved maximum participation of men engaged in several unrelated lines of business.

Management Development— A New Procedure

BY WILLIAM H. KLIPPERT, Administrative Assistant
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MANAGEMENT development seminars and conferences have become increasingly popular in recent years. Probably the most common type of program involves full time participation for from one to thirteen weeks. There is little doubt that hundreds of hours could be spent profitably on such a project. But some companies feel they can't afford to release their men for lengthy conferences. As a result, many promising managers and potential executives do not have the benefit of participating with men from other organizations in a management development program.

To meet this need, some universities are offering evening courses in management development. Men preparing for advancement meet one or two nights a week to explore and discuss good management methods. Thus they broaden their perspective, increase their human understanding and improve their skill in management functions.

This article describes the beginnings of such a course, planned and conducted by the authors and sponsored by the University of Akron in its Community College. The procedure used was different in certain ways from that described by other writers.

This interesting article should stimulate personnel men's thinking about training. Unless you are quite familiar with the use of personality tests, caution should be exercised in this feature of a training program. All question-and-answer tests are subject to substantial error, due to the inevitable desire of the person taking the test to make a good showing. Sometimes this error runs as high as 25%. Furthermore, interpretation of personality test results is not always simple and direct. Unless you have training in tests and measurements, therefore, it is recommended that you secure the help of someone who has.

The Editor

It may therefore help to stimulate ideas in an area of study which holds out rich rewards for individuals and companies alike.

The course was designed to cover a twelve-week period. Meetings were held one night a week for one and a half hours. In promoting the course, announcements were sent to executives of the principal Akron industries. It had not been expected that registrants would be sponsored by their companies. But several firms, apparently sensing a particular need for this type of course, selected and sponsored a number of their men. Some registrants paid their own tuition.

The course evolved from the hypothesis that management's job is essentially the application of problem-solving skills involving (1) ideas, and (2) people. The first of these requires skill in defining problems and reaching action solutions related to available pertinent facts. The second implies ability to work effectively with others and to lead them toward desired goals.

Thus it was felt that training in problem-solving, coupled with increased personal insight, was the foundation upon which to build the program. The course was therefore planned (1) to develop understanding of various management functions and methods (this was called "external understanding"), and (2) to develop increased personal insight (or "internal understanding").

INDIVIDUALS' OWN PROBLEMS USED FOR CASE STUDIES

External understanding was sought by the case study method. Since the group consisted of men from many kinds of business, each participant was asked to present one of his own current problems for analysis and recommended action. These presentations also acquainted the men with each other's activities.

Due to time limitations, cases of great complexity could not be discussed. The pressure of time had its advantages, however. Most of the men learned to present a case concisely and to keep the analysis focused on the heart of the problem. It was surprising how much of value could be contributed in fifteen or twenty minutes after the group got into the swing of it.

Here is a typical case:

"As sales manager for my firm, I must decide whether we should add another salesman in the Chicago district. We manufacture paints and finishes for industrial application. We sell through jobbers or distributors in some locations, but have our own warehouse facilities and sales offices in Pittsburgh, Cleveland and Chicago. Our Chicago district manager now has four salesmen and is recommending another. We know that each salesman must average X dollars per year of sales for the company to break even on his salary, expenses, overhead, etc. We know the approximate annual usage of our type of product in the Chicago area and what share of that usage we are now selling. What facts will I need to make this decision?"

As a result of discussing such cases, a sort of problem-solving technique was developed along the following lines:

1. *Describe the problem.* Exactly what are we talking about? In no more than 20 or 30 words, what is our objective?

2. *Determine the available facts relating to the problem.* Include all factors bearing importantly on the problem. Exclude those which are not pertinent. What is the relative importance of those remaining? What is their relationship to each other?
3. *Weigh and decide.* What are the principal courses of action that can be taken? What would be the effects of each? What are the anticipated gains and losses in terms of the objective in pursuing each possible action?
4. *Take action.* Select that course of action promising most gain and least loss. Set forth the specific steps to be taken.
5. *Review.* From the vantage point of subsequent experience, was the action taken the best one? Is modification necessary?

PICTURE OF MEN THEMSELVES EMERGES

It is interesting to note that the cases presented in the early sessions dealt almost entirely with methods and materials. Questions on interpersonal relations were not raised. However, as described in the next section, a personality picture of each man was emerging during the early sessions. It became evident that certain men could profit from case discussions related to specific *problems with people*. For example, several of the men obviously were lacking in decisiveness and in aggressiveness. Therefore, during the latter part of the course, cases involving the human factor were assigned "from the book." Problems were devised which would highlight each man's relations with his associates and give him practice in handling situations more effectively.

A marked change took place in the manner of handling cases as the course progressed. In the early meetings the group showed a tendency to leap quickly to a conclusion. Later on, presentation of a case became the signal for a question barrage, with conclusions and recommended action being withheld until all the facts were uncovered. Moreover, in cases involving interpersonal relations, there was an early tendency to concentrate on ways of correcting the other fellow's behavior. As personal insight was gained, the men began to think in terms of "What have *I* done or what could *I* do to improve the situation?"

This part of the course was based on the belief that a manager must translate his problem-solving skills into action through other people. He can do this successfully only if he is aware of his own strengths and weaknesses and their impact on his work environment. Self understanding is therefore a major requirement of effective management.

The methods used to develop self understanding were chosen because it was felt that a clear picture of the man as a manager is obtained if it is determined (1) what he thinks of himself, (2) what he *thinks* others think of him, and (3) what others *actually* think of him. These things were determined as follows:

1. Each man was asked to write a confidential description of himself, covering his managerial strengths and weaknesses as he saw them.

2. Each man was administered a personality inventory (the Guilford-Zimmerman Temperament Survey), the results of which were returned to him as a "profile". General interpretations and implications of various scores were discussed before the group.

3. Each man was asked to submit the names of six business associates. Three of these were selected at random by the conference leaders and asked to write an anonymous and confidential description of the man covering his strengths and weaknesses.

Results obtained for each man by that procedure were summarized in individual confidential reports. Recommendations for improved effectiveness were made in each case.

INACCURACY OF SELF-DESCRIPTIONS REVEALING

The self descriptions written by the men varied tremendously throughout the group, as might be expected. Many clues to individual personality were derived from these descriptions. For example, some men were overly modest in describing their strengths but went into great detail describing their weaknesses. In a few cases certain men described themselves as being generally well liked by others but elsewhere in their report admitted characteristics, such as extreme criticalness, which made one doubt the original statement.

Here is a portion of one of the self descriptions (note later the personality inventory results on the same man and also what others said about him):

"I am a person who usually gets along well with other people. I am even-tempered and always try to exercise self-control. Some of my friends say that I am too serious but often they are the ones who are not serious enough. I am not afraid to tackle hard jobs and I thrive on good work done promptly. I can usually anticipate the wants of my superiors and do not get unduly upset in emergencies. It is difficult for me to overlook incompetence in others and sometimes I suppose I expect too much of people. I have been criticized for following details of employees work without going through their immediate supervisor. When I have a plan that I think is best I tend to resent correction. On the other hand, I guess I am prone to criticize management for errors in judgment."

The Guilford-Zimmerman Temperament Survey was chosen not only because it is a well constructed and standardized instrument but because the personality characteristics which it measures lend themselves especially well to group discussions.

Each man can be compared with men in general on such traits as energy, seriousness, aggressiveness and cooperativeness. Obviously, these traits are of special interest for men in management positions. Certain combinations of trait scores are particularly useful in confirming or qualifying the statements made by a man about himself or by others.

The man who described himself above had scores on the personality inventory which were shown on a profile as follows:

	0	1	2	3	4	5	6	7	8	9	10	
Inactivity								×				Energy
Impulsiveness										×		Seriousness
Submissiveness							×					Aggressiveness
Shyness					×							Sociability
Emotional Instability						×						Emotional Stability
Subjectivity							×					Objectivity
Antagonism				×								Agreeableness
Thoughtlessness									×			Reflectiveness
Criticalness					×							Cooperativeness

The scores suggest a rather energetic and extremely serious individual. He may be so serious, in fact, that he tends to be over-cautious and over-restrained. He appears to be reasonably aggressive but also somewhat reserved in his dealings with others. He is probably not too sociable in the sense of wanting to be with others for the sheer enjoyment of it. There is reason to believe that he reacts with antagonism to frustration or thwarting, although such a reaction may be fairly well concealed. He seems to be a bit over-critical of others and this may hamper him considerably in gaining their cooperation.

DESCRIPTIONS BY OTHERS

We were extremely pleased with most of the descriptions which were received. The majority of the writers had obviously been conscientious in describing the man in question. Here and there, however, a description merely said, in essence, "He's a fine fellow." In such cases the other two descriptions of the same man usually provided material which was helpful in building a report to increase self understanding.

It would be interesting to quote the three descriptions which were received for the man we have been portraying. For the sake of brevity, however, the three are condensed into one, as follows:

"He is a very fine young man but a little hard to get close to. He is a deep thinker with generally sound judgment. Sometimes he is a little slow in making a decision because he is very thorough and exacting and goes into all the details of a problem before making a move. 'Good enough' is not good enough for him. A job must be *right*. This is usually to his credit, but sometimes he carries it so far that matters do not get handled with dispatch and people are antagonized. He works too long hours and always seems to be under pressure. This is mostly due to his inability to delegate responsibility. He would get more out of his employees if he took time to praise them when they do a good job. Unfortunately, he expects that others should get the same satisfaction out of work alone that he does. He could improve his relations with others if he relaxed a bit and became more friendly."

At the final meeting of the group the men were asked to fill out an unsigned form telling: (1) What I liked *best* about this course; (2) What I liked *least* about this course; (3) My reaction to my personal report; (4) To improve this course, I suggest . . .

COMMENTS ABOUT THE COURSE FROM PARTICIPANTS

The following comments are typical of what was liked best.

"I liked the informal way the course was conducted."

"I enjoyed the opportunity of comparing my ideas with those of men from other companies."

"I liked the discussions on human relations, especially those on how our personality affects our work through others."

The following comments express what was liked least.

"The course was not long enough to cover sufficient ground."

"A few people couldn't learn to be concise."

"The shortness of each session. Each night I wanted to stay for more discussion rather than leave."

Some reactions to the personal reports were:

"Starts a man thinking."

"Brings out in the open some factors in a person's make-up he may not have suspected."

"I was pleased to find that my associates did not stress the weaknesses which I have imagined I have, and which have been worrying me on my job."

Some suggestions for improving the course were:

"Attendance from any one company should be limited so as to provide greater interchange of ideas."

"More discussions needed about personality."

"More time given to each case study."

"Suggest an advanced course so we can continue our program."

At the conclusion of the course the university issued a certificate to each participant, which was sent to a senior executive of his company. This executive presented the certificates individually. The executive was asked to comment on how well the course had filled the men's needs and also the needs of top management in developing their managerial planning. The comments received were most emphatic in stressing that the course, despite its brevity, filled a genuine need and should be continued.

BOOKS

THE CASE METHOD OF TEACHING HUMAN RELATIONS AND ADMINISTRATION. Edited by Kenneth R. Andrews. Harvard University Press, Cambridge, Mass., 1953. pp. xvi, 271. \$4.50.

This is not a book to be read; it is a book to be studied. Also, it is a volume of specialized appeal to those, professionally or more informally, who have responsibilities for teaching both young and old to improve their attitudes and conduct about the ways and means by which man deals with man, group with group, and managers with managed.

It is, in short, a technical volume of first-rate importance to those charged to educate others—and, by inference, themselves.

Corporate training directors, and teachers in economics and schools of business, will find this book their dish. It is a dish in which the meat is not spared but is generously present.

I find the first and last chapters the most penetrating and helpful; but this is said without prejudice to the meat in the offerings of the rest of the contributions.

I do, however, still have a caveat about the whole *tendence* of the volume, and one as to which I could be wrong in the light of the presumably successful momentum of the case method in use. My question has to do with matters which David N. Ulrich considers in his chapter. He confronts the problem of the student's attack upon the case—a vital aspect of this method. He discusses, all too briefly, "underlying assumptions about principles, knowledge and social values," which is, of course, a crucial angle on the whole method of teaching through cases. In the course of this exposition he says this: "Interpretation

and judgment in turn depend upon the underlying social values held by the person studying the case."

This sentence seems to me importantly relevant to the whole issue of how and in what frame of philosophy, ethics, economics and religion, the student and the teacher discuss the cases and strive toward operative conclusions which may have some deep validity beyond the immediacies of momentary "adjustments to the corporate tensions."

My essential critical point, as to which I fail to find in this volume an adequate answer, is that apparently both teachers and students discuss cases within their several existent and unexamined preconceptions and values. And there is no adequate scrutiny of preconceptions and values so far as this study is concerned.

For myself, business problems or cases have to subsume under some philosophy of business and of life. They are not mere intellectual exercises. They do not find resolutions or solutions purely in a profit criterion or in logistic terms. How is the student being taught to evaluate the problem and its possible answers? That seems to me to be the sixty-four dollar question. And unless I am badly mistaken, I find no concern about the answer in this book.

Business today is not a Sam Lloyd puzzle or a problem in geometry or an exercise in Aristotelian logic. It is a problem, in its basic manifestations, of personal power, of group power, of the human meaning of techniques, of the relation of human and interpersonal tensions to the possibility of leading the good life in the Greek sense of that term, of loving one's neighbor as oneself in corporate relationships.

My conclusion has to be that while we, of course, use case material, discussion, lecture and field work, we have to do it all in the light of some underlying and over-arching sense of the meaning of the human career and the attributes of its significance.

I am all for all that this book stands for. But I am also for far more which it curiously ignores. Essentially, this excellent study is an explication of an educational gadget. The Harvard Graduate School of Business Administration at long last, I am deeply convinced, has to realize that student discussion of specific procedural problems—without benefit of some prophetic moral interpretation being added by the faculty in the great Greek, Hebrew and Christian traditions—remains as “sounding brass and a tinkling cymbal.”

There is no rationale or philosophy of business capable of justification apart from a considered philosophy of life. And until all the teachers in schools of business perceive this profound and necessary truth, the methods of instruction, including the provocative case method, will remain thin and inconclusive.

There has to be a confronting and examining of the reasons why business functions, of the meaning of its functioning, and of its human purpose in a democratic society.

In short, as far as this book goes, it has useful things to say. It is, however, a pity that there is no longer an Alfred North Whitehead to help to lead the technicians out of the bleak wilderness of techniques discussed without benefit of some philosophy.

Ordway Tead

PRINCIPLES OF MANAGEMENT. By George R. Terry. Published by Richard D. Irwin, Inc., Homewood, Illinois, 1953. \$8.00.

This is a text book for the student and a refreshing guide for the management practitioner. In attempting to cover the problems and principles of management,

Dr. Terry has wisely recognized the three fundamental elements that make up management, whether it be of an enterprise, a governmental unit, or even of an individual.

He takes the attitude that management is a tool to achieve objectives, and arranges the functions of management in an engineering order, as one might chart the flow of action from objective to achievement. Sections of the book indicate management steps as they might appear on a flow process chart.

One section deals with planning and what it does for effective management. Another discusses the importance of proper organization to carry out the plans. Still another deals with the controls and follow-up which are essential to determine whether the objective has been achieved, or whether more planning is needed to reach the goal.

Under each section, the author presents a comprehensive outline of principles that should be used in making decisions and converting these decisions into action. He provides a “road map” showing how to arrive at answers to problems that might come up. Using these principles as guide posts, it should be possible to most effectively achieve, in an economic manner, the desired end result.

The second half of the book is devoted to more specific application of these management guides to specific problems. It is mainly concerned with considerations involved in effective human relations. Only after having emphasized this area of management does the author move on to the management of other specific areas including materials, machines, methods, finance and marketing.

Questions and case histories follow each chapter and, while particularly academic in nature, certainly provide value for students of management, whether they be in a university or in a company's management development program.

Kenneth J. Eaton

THE ADMINISTRATOR—CASES ON HUMAN RELATIONS IN BUSINESS. By John Desmond Glover and Ralph M. Hower. Published by Richard D. Irwin, Inc., Homewood, Illinois, 1952. 723 pages. \$8.00.

This book is a collection of cases taken from real life. All of them have to do with people in business and how to handle them. Some of the cases were uncovered during researches in the areas of human relations and administration sponsored by the Harvard Graduate School of Business Administration, in which both authors are professors. Some cases came out of consulting work done by members of the Faculty. Others came from students and other sources. The first edition of the book, of which this is a revision, was published in 1949. It may be familiar to many readers, since it was adopted for use

in more than 125 universities and colleges.

All of the cases presented are of the "open end" variety. Some of the case presentations are followed by a number of questions which bring out major problems in the situations, but no easy solutions are suggested. The whole aim is to provide material that stimulates the reader to think for himself and work out his own answers.

We strongly recommend "The Administrator" for the personal enjoyment and profit of any personnel man, and especially to those using or thinking of using group discussion methods in training, from supervisory right on up to the highest executive levels. The cases are made to order for group discussion. The publisher offers a pamphlet giving "teaching suggestions" on how they may be used most effectively.

H. M. T.

Personnel Research

The Group Oral Performance Test. By Milton M. Mandell, Civil Service Commission. *Personnel Administration, Part I:* Vol. 15, No. 6, November 1952, 1-10; *Part II:* Vol. 16, No. 1, January 1953, 11-17.

The two parts of this article give an excellent picture of how the group interview can be used as a performance test. Mr. Mandell starts with the idea that personality, for management purposes, is concerned with how a person acts at various times and in various situations and what the effect of these actions is on those around him. This is a very difficult matter to investigate and the *group oral* makes a real contribution.

Two basic characteristics of the *group oral* performance test are (1) a group of applicants is seen at one time, rather than individually, and (2) the applicants interact with each other rather than with the interviewer. There is a useful discussion of the

strengths and weaknesses of this method, and an evaluation of the *group oral* as compared with other methods of measuring personality.

A large part of the article is devoted to practical suggestions for conducting the *group oral* and discusses such questions as the number of competitors in each group, instructions to the competitors, the type and number of raters, length of the *group oral*, and types of *group oral*.

The sample tasks for a "leaderless" situation and a "designated leader" situation give a very clear idea of how the method works. The information and suggestions given in this article will help a personnel man adapt the method to his own situation.

The author concludes: "The *group oral* performance test involves an appraisal of dynamic behavior in a complex situation. This complexity is both the virtue of the

method and its greatest difficulty. . . . It is highly desirable that this method be supplemented by written tests and by a thorough investigation of the candidate by inquiry of his former associates, including superiors, colleagues, and subordinates."

Effects of the Nature of the Problem on LGD Performance and Effects of Company Rank on LGD Performance of Oil Refinery Supervisors. By Bernard M. Bass and Cecil R. Wurster, Louisiana State University. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 96-99 and 100-104.

These two articles about performance in leaderless group discussions may well be treated together, since they are written by the same authors and deal with two aspects of the same problem.

In group situational tests, a number of examinees are placed in a group and given a problem to work on. Examiners then observe and rate the behavior of each individual as he functions as a member of the group. The assumption is that the behavior of the individual in the group is a valid sample of his behavior, and that it can be used to predict his future behavior in a real group situation. Group situational tests are very adaptable and a large number of variations have been tried.

The purpose of the first study reported was to see the extent to which a person's successful leadership activity in an initially leaderless group discussion changed when there was a systematic change in the nature of the problem and the persons with whom he was grouped. The subjects were 23 students in an introductory psychology class and 131 oil refinery supervisors. The subjects were rated under four conditions: (a) unstructured—the participants originated the problem for discussion; (b) general leader specifications—participants developed a set of factors for choosing the world's greatest leaders; (c) in-plant leader specifications; and (d) case history—par-

ticipants decided whether a returning veteran should tell his wife about an illegitimate child he fathered overseas, or discussed what Mike should do when his superior bawls him out in front of his subordinates.

Various correlations were computed and are given in tables in the articles. The authors state that "the one hypothesis worthy of further investigation . . . was that a supervisor of high rank is most likely to play the role of leader among persons of lower appointed rank when the group problem specifically concerns situations for which he has the high rank."

The second article is a further investigation of this phase of the problem. Other research workers had suggested that candidates for employment or promotion who are assessed in a leaderless group discussion should be unacquainted with each other. The subjects were the same 131 oil refinery supervisors, and the leaderless group discussions were part of a week-long supervisory training program.

The LGD performance ratings were found to be unrelated to appraisals made by their superiors in the oil refinery. This conclusion is open to some question, however, because the job ratings had no common equivalence. They were done by different supervisors of men on different jobs at different levels.

The results of this study indicate the general lack of validity of the LGD among acquaintances, especially where they differ greatly in initial prestige or rank. The study confirms the common-sense observation that a person's rank, prestige or status does influence his tendency to play the role of leader even where there is no appointed leader for the immediate situation.

In concluding their article the authors raise some very interesting theoretical questions about the role of leaders in a company, and whether there is a tendency to discourage communication upward from lower echelon management levels.

Predicting Success in Elementary Accounting. By O. R. Hendrix, University of Wyoming. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 75-77.

This is a study of the validity of the Orientation Test of the American Institute of Accountants in predicting success in an elementary course in accounting. The subjects were 76 men and 19 women at the University of Wyoming. Scores on the following tests were available for each of the 95 students:

American Council Psychological Examination

Ohio State University Psychological Test
Accountant Scale of the Strong Vocational Interest Blank for Men

American Institute of Accountants Orientation Test

Correlations were computed between all possible pairings of the four tests and accounting grades.

It was found that if a single test is to be used in predicting grades in elementary accounting, ACE Psychological Examination and the OSU Psychological Test are preferable to the AIA Orientation Test. This revelation is interesting because the Orientation Test is intended to be "a general intelligence test slanted toward business." If two of the four tests are to be used, neither of the two best combinations includes the AIA Orientation Test.

The study is restricted, of course, to the relationship between test scores and grades in the accounting course. It does not necessarily follow that the same relationship exists between the test scores and success in actual employment in the field of accounting.

The Relationship Between the Judged Desirability of a Trait and the Probability That the Trait Will be Endorsed. By Allen L. Edwards, University of Washington. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 90-93.

Many psychologists believe that subjects tend to rate themselves high on socially desirable items in personality inventories. The first part of this study determined the social desirability scale values of 140 personality trait items, and the second part investigated the probability that they will be endorsed.

Eighty-six men and 66 women rated the social desirability of the items. The results were studied for men and women separately and also by three age groups. Results for the different age and sex groups were so similar that little distortion was introduced by pooling the results from all the groups. Scale values were then determined by the method of successive intervals.

A sample of 140 pre-medical and pre-dental students were then asked to respond to these items. A "yes" response indicated that the subject believed that a given item was characteristic of himself and a "no" response that it was not. An analysis of the responses would seem to show that the subjects, either consciously or unconsciously, were trying to create a good impression of themselves.

It is suggested that personality inventories should be designed in such a way that paired items should have similar social desirability scale values. If the subject is then forced to choose between the two items, his choice cannot be upon the basis of the greater social desirability of one of the items.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

SOCIETY FOR ADVANCEMENT OF MANAGEMENT elected new officers at a meeting of the board of directors held April 18th. Bruce Payne is the new president. He is president of Bruce Payne and Associates, Inc., a management consulting firm with offices in Westport, Connecticut. George B. Estes, executive vice-president of the Society, is chief industrial engineer Whitin Machine Works, Whitinsville, Massachusetts. J. B. MacNaughton, industrial engineer, Jeffrey Manufacturing Co., Columbus, Ohio, is the secretary.

INLAND PERSONNEL ASSOCIATION (California) met April 28th to hear Walter M. Heim speak on "Application of Management Development Techniques." Mr. Heim is Training Director for the Aluminum Company of America, Vernon Works. During the war he served as Staff Sergeant with the Plans and Training section of the United States Air Force.

CALIFORNIA TRAINING DIRECTOR'S ASSOCIATION held a conference on "Economic Education for Employees" in San Francisco, April 8. The program included: three workshop sessions; showing of economic education moving pictures; an exhibit of economic education material; informative take-home material; and a speaker. The regular monthly meeting of the Association featured a panel discussion, led by members of the group, on "Training—A Frill, or Fundamental?" Chairman of the panel was William J. Stephens, Personnel Manager, East Bay Municipal Utility District.

William Hart, secretary of the executive development committee for Crown-Zellerbach, pointed out that "training directors too frequently defeat their own

purposes by being over-zealous, . . . by failing to give thorough and adequate study to the problem they are seeking to solve before they attack it in training meetings. . . . Someone has said, training is simply experience so planned and so organized that correct learning takes place quickly and effectively. In reorienting our approach to training, I suggest that all training plans be tested in the light of that definition. Do not include people unless they need the experience that the training will provide. Do not offer planned experience or accelerated experience unless there is a real reason tied to a recognized need. If the above rule is followed, the frill charges will vanish. . . . There is never a question, to train or not to train. The only question is, do you organize your training or do you let it go by default?"

William F. Read, Training Superintendent of the San Francisco Naval Shipyard, said we must justify the cost of training staffs, the cost of trainees' salaries, the cost of interruption to production. "Unless we can impress management with results reflected in these three dollar areas, we must conclude that 'frill' charges have caught up with us. . . . When do line operators consult personnel and training departments on the operating function? If we could answer this question we might have some understanding of the apathy toward training that really exists."

J. Herman Mattson, training coordinator of the Ford Motor Company Richmond Assembly Plant, said that there are seven areas for consideration in any training program: company policy; faculty; course content, with emphasis on penetration; facilities; time; learners; results. There are four basic subjects in the third category, course

content, in accomplishing penetration (1) Trainers must instruct in *how* to instruct; (2) content should be directed toward psychology of behavior, with emphasis on leadership training; (3) there must be an imparting of improved skill, a better way to do the job through analysis; (4) there must be acquaintanceship with management, the basic factors of American management. Vocational personality is the term Ford applies to *penetration* objectives. "We ask the supervisor about the worker in these terms: Job knowledge—what are they getting from you? Job skill—how much skill are they developing? What are the attitudes you find? Job standards—does your worker know them?"

PHILADELPHIA TRAINING DIRECTORS' SOCIETY heard an address by Dr. J. R. Gibb at a recent meeting. Dr. Gibb is Assistant Director, National Training Laboratory in Group Development. Before listening to the speaker the audience divided into buzz-groups for a four minute discussion of a practical training situation involving a change in worker perceptions. Then the audience was divided into listening teams, each hearing the lecture with one of the following questions in mind: what questions would you like to ask the speaker? What limitations and criticisms do you see in the training program advocated by the speaker? What further illustrations would you give of the points made by the speaker? List concrete applications of the speaker's principles to your specific training situations. What principles would you add to those listed by the speaker? What criticism pro and con would you make in your analysis of the over-all evening program as a training device?

In his address Dr. Gibb stated that perceptions are the training focal point for the production of change in attitudes, emotions, skills and knowledge. Several kinds of perceptions are particularly important for human relations training: how the per-

son sees himself, his self-concept; how the person sees others in relation to himself; how the person sees the attitudes of co-workers, subordinates and superiors.

Several basic principles about perceptual behavior provide many practical applications for training. Perceptions are determined by both basic inner needs and by the situations in which people interact. Perceptions (how the person sees the event or the attitude) are probably more important *for training* than the "reality" itself. Perceptions are amazingly accurate. Inner attitudes are easily seen by others for what they are. Human relations are best if the perception and the "reality" are alike. Perception is decreasingly clear under threat or emotional stress. Conflict decreases when people see problems and events in the same or a similar way. Decisions are best when based on the widest range of perceptions. There is a basis for agreement and harmony when trainees see how others see events and situations.

These principles imply that certain kinds of methods should be used in producing change that will outlast the training situation. Provide training situations in which people are free to express and explore real perceptions, where they see themselves as free to express real perceptions and are seen by others as free to express real situations. There must be freedom of communication upwards and downwards. There must be a reduction of threat in communication situations. Sub-grouping is one means of achieving such threat reduction. There must be continual evaluation in multiple ways. Role-playing is a means whereby in training situations people may explore spontaneous perceptions or common events and problems. Audience "sets" are convenient training aids which decrease the ambiguity of events and increase perceptual clarity.

SEATTLE CHAPTER, PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION puts

out a monthly bulletin, *Personnel Pointers*. Judging from the activities described in the bulletin the membership (125 paid-up) is a lively one with wide participation. At a recent meeting the group split into five equal parts, each discussing one of the following topics: employee references; employee attitudes; industrial safety; and health and welfare plans. Prior to dinner a list of questions was handed to each participant with the request that he try to formulate some answers. The questions and general conclusions were:

1) *Should companies have written policies?* Companies should have written policies covering various phases of the business for the guidance of employees and especially those who have supervisory and interpretative responsibilities.

2) *How and by whom should policies be prepared and approved?* Policies should be formulated and approved by top management after sufficient consultation with line supervision to assure that the policies are sound, understandable and generally workable. They should be written concisely and be general enough to cover as many similar situations as possible, rather than to have a policy for each situation.

3) *Should all policies contain provisions for exceptions?* The group agreed that over a period of time exceptions must be made to most, if not all, policies except those involving moral principles.

4) *If exceptions are to be made, at what level of authority should they be granted?* There was no general agreement on this. Some members believed that only top management should make exceptions, others that authority to make exceptions could be delegated to first or second line supervisors, depending upon the effect of the exception on other groups within the organization. It was recognized that top management could not be burdened with all of the detail necessary to make every necessary exception. It was also recognized, however, that the very purpose of written policies is to

have a measure of uniformity and equity and, if authority to make exceptions is delegated too far down the line, this purpose can be destroyed or greatly distorted.

5) *What basic guides should be used in established justification for exceptions?* The following guides were generally agreed upon. That all line supervisors between the supervisor making the exception and the staff member must be brought in on the exception so they are fully aware of the circumstances. That all possible facts and feelings must be considered logically with respect to the effect on the company business, the staff and the future of the policy itself. That it is possible to explain and justify the exception on the basis of the facts to anyone raising a question. That seniority should be a controlling factor only in those instances where every other item is equal except length of service. That every effort be made to make certain that, in being fair to one or two people, you are not being unfair to all other members of the staff. That wherever possible, the policy be reviewed for possible change before making the exception. That whenever possible the exception be written up for later review in determining when policies should be changed to meet changing needs. That once an exception is made, management should be prepared to make the same exception for all other people under identical circumstances.

Sounds like a busy, and rewarding evening! The Seattle chapter also has a Seminar on Economic Education consisting of fifteen business men and ten from the University. A group of members who work in the south end of town get together every Tuesday for lunch. The meetings are not restricted to members, but are open to guests of members who might be interested. Each week one member volunteers to lead the group in a particular subject the following week. There are also regular Wednesday luncheons at a more central location. The Chapter has active, working commit-

tees on publicity, reception, civil defense, research and legislation, and education research.

MONTREAL PERSONNEL ASSOCIATION heard Mr. Virgil K. Rowland speak in April. Mr. Rowland is Personnel Assistant to the Secretary, The Detroit Edison Company. He is also American-Management-Association Fellow in Executive Development. His subject was "Management Development."

APPLETON PERSONNEL ASSOCIATION, Appleton, Wisconsin, devoted a spring meeting to a general discussion and re-evaluation of the objectives of the Association. New officers of the Association are, George E. Schoenke, President; W. Robert Wilson, Vice President; Donald J. Rine, Secretary, and Douglas L. Robertson, Treasurer.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION had Robert J. Doolan as the speaker for one meeting. Mr. Doolan is Director of Personnel, Allied Stores Corporation. His subject was, "Current Legislative Development Affecting the Taft-Hartley Act." As Chairman of the Employee Relations Committee of the National Retail Dry Goods Association, and member of the Employee Relations Committee of the American Retail Federation, Mr. Doolan appeared as a Management witness at the Senate hearings on proposed Taft-Hartley Act revisions.

SAN DIEGO PERSONNEL MANAGEMENT ASSOCIATION learned about "Developments in Profit-Sharing Plans" at a recent meeting. Ron Stever, President of Ron Stever and Company, Consultants on Pension, Profit-Sharing and Welfare Plans, was the speaker.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO had a meeting for members par-

ticularly interested in training. Ralph Brabee, of Kimberly-Clark Corporation, Neenah, Wisconsin, spoke on "The What and Why of Training for Sales and Profits." The group reviewed training problems resulting from return to a buyer's market.

WESTERN PERSONNEL MANAGEMENT ASSOCIATION held a two-day conference on "Manpower Management Today, Employee Relations That Work." The program was planned to bring out the best methods and practices to achieve effective employee relations. Speakers reported on specific company experiences and offered suggestions to executives in other organizations who were encountering similar problems. Among topics discussed were wages, union relations, executive development programs, supervisors, what's ahead in a new labor law, and the management job in communications. Speakers included Arthur Rosenbaum, Economist, Sears Roebuck and Company; Joseph D. Cooper, formerly Director Office of Salary Stabilization; Dr. R. B. O'Connor, Medical Director, Liberty Mutual Insurance Co.; and Guy Farmer, Attorney, Washington, D. C.

TRI-COUNTY PERSONNEL ASSOCIATION, NATIONAL OFFICE MANAGERS ASSOCIATION, AND NATIONAL ASSOCIATION OF COST ACCOUNTANTS held their second annual joint meeting in Bloomsburg, Pa. Lawrence Tice, President International Correspondence Schools, Scranton, was the moderator for the meeting. Chester Grabarek, Personnel Director, Hess-Goldsmith Company, spoke on "What the Personnel Department Can Do To Reduce Costs." Paul Brown, CPA, Chief Plant Accountant, American Car and Foundry Company, spoke on "What the Office Manager Can Do To Reduce Costs", and Edward Ranck, Chief Cost Accountant, Darling Valve and Manufacturing Company, spoke on "What the Cost Department Can Do To Reduce Costs."

Conferences, Courses, and Awards

A MANUFACTURING CONFERENCE, sponsored by the *American Management Association*, was held in New York April 8-10. Of particular interest to personnel men was a report by Philip Hull, Vice President, the Parker Pen Company. He stated that by stimulating "proprietor-mindedness" in its employees, the company has reduced service costs and production costs, improved customer acceptance, house-keeping, and safety, and made its employees happier.

Parker started with its supervisors. It sponsored attendance at university supervisory institutes and developed a plant visitation program, permitting supervisors to plan their own trips to other plants and to entertain visiting foremen in their own way. At bi-weekly supervisory meetings various problems concerning the business were discussed. The company sponsored a speech clinic for supervisors and a series of monthly meetings, run by the supervisors, at which top-notch speakers talked on topics of general interest.

To stimulate employees further, the company discontinued the use of time clocks and made each employee his own timekeeper. Thus employees save time and escape a minor emotional irritant. The old suggestion system was replaced by an Idea Exchange Plan, under which the employee shares equally with the company in net savings made possible through suggestions. Instead of a suggestion box, a man, "in reality a traveling suggestion box," was made responsible for stimulating ideas, helping suggesters put them into words, and processing the ideas.

The foreman selection problem was discussed at another session. The problem of picking the right foremen the first time has just about been licked at Standard Oil Company (N. J.) Matthew Radom, Employee Relations Department, declared. A specially selected committee began by rating the plant foremen through alternational ranking, arranged the foremen's names according to ability by alternating choices

between the top and bottom. . . . The foremen on whom there was good consensus were picked as the criterion group for further research. . . . Tests were administered to the criterion population, and each score was compared with the ranking score and performance report score to find which tests were actually discriminatory by the standards of the other two criteria. Three tests survived—a test of supervisory judgment, an interest test, and a survey of individual background and self-descriptions. These three tests now are given to all men who have reached the top of the wage grade and to any others nominated by their foremen. Standard Oil of New Jersey's experience shows, Mr. Radom said, that it is possible to develop objective measuring devices that will help to spot potential supervisors. However, he warned, these devices are only as good as the criteria used. He cautioned against accepting any ready-made tests or rating forms unless it can be demonstrated that there is a good relationship between the devices and actual performance on the job.

POST DEFENSE ADJUSTMENT: WHAT COURSE FOR ACTION? was the topic for the 37th Annual Meeting of the National Industrial Conference Board in New York. As defense expenditures level off, or even decline, can we avoid a slump? When the post-defense adjustment arrives, what course should we follow? The program of the meeting was designed to obtain the thinking of leaders on such questions in an effort to determine a course for action in a modified peace economy. Several of the daytime sessions—notably, "Productivity and Wages in Collective Bargaining;" "What Credit Policy to Fight Recession?" "How Management Controls Increase Profits"; and "How to Reduce Your Production Costs" will emphasize what business and industry can do to maintain equilibrium during the adjustment period and to chart a course for stability through any recession.

"What Government Can Do" and "What Agriculture Can Do" were discussed at the evening dinner and the closing luncheon sessions. Subject matter here dealt with over-all administration policy to combat unbridled deflation.

Development of such a policy and the steps to implement it would be in line with the President's thinking last year when he suggested that, if a recession were sighted, he would mobilize the forces of Federal Government and private industry to combat any economic decline.

A FELLOWSHIP AWARD OF \$700 each year for the next five years has been set by the *United States Rubber Company* for the *Management Training Program* at *Radcliffe College*, Cambridge, according to a recent announcement by T. North Whitehead, director of the program.

United States Rubber has previously cooperated with the Management Training Program, a one-year graduate course in personnel and business administration. The company has for over a decade placed Management Training Program students in unskilled and supervisory positions for field work assignments, which are a part of the regular academic schedule. Graduates of the program have also filled permanent positions with the company. In addition, U. S. Rubber has granted one-year fellowships of \$700 for the past two years.

The Program, now in its sixteenth year, trains young women from all over the country for junior administrative positions in business, industry, government, social service, and education.

AN INDUSTRIAL RELATIONS RESEARCH AWARD is announced by the *Society for Psychological Study of Social Issues*. A committee of four, representing research interests in labor, management, and the academic world has been selected to judge entries. The judges will determine the winner of a \$500 U. S. Government bond, a gift to the society by Dr. Alfred J. Marrow, President of the Harwood Corporation. The award will be presented at the September meeting of the American Psychological Association in Cleveland, to the person whose research is judged most valuable as a scientific contribution to the understanding of labor-management relations. The first award was given last year to Drs. Leonard Sayles and George Strauss, of the New York State School of Industrial and Labor Relations at Cornell, for their research on "The Local Union: Its Place in Industrial Democracy."

TWO INTENSIVE AUDIO-VISUAL COURSES for businessmen, personnel directors and trainers, were scheduled for July by the *Audio-Visual Center at City College School of Business*, New York. Among topics covered in the courses were types of audio-visual materials and their use in human engineering; audio-visual materials in public relations; introducing and selling a new product; and training of personnel. The courses were under the direction of Dr. Victor W. Eimicke, supervisor of the Audio-Visual Extension Service, and required thirty hours each, plus individual consultation.

Looking Over the Employee Magazines

CONNECTICUT GENERAL LIFE INSURANCE COMPANY publishes *Notes and Quotes*, a digest of current news and comments on employee relations. As the title indicates, this four-page sheet is directed toward management, and consists of material se-

lected from other publications. The selection is good and the digesting well done. The April issue includes a report on "Plan-Making with the Individual" based on *Executive Development* by John W. Riegel; and one on "Growth: Case Study of a

Healthy Management," from *Modern Industry*. A quote from Lawrence Stessin in *Mill and Factory*: "Associated Telephone Company has a novel way of playing up employees in house organ. A woman employee is interviewed for 'My Favorite Recipe' column. Her picture, the actual recipe, and a little background complete the feature."

SPRUANCE FILM PLANT, E. I. DU PONT DE NEMOURS AND CO. INC., *Richmond, Virginia*, publishes a news sheet, *Spruance Cellophane News*, every two weeks. A "Question and Answers" feature makes good communication. Typical questions: What is the status of the government's cellophane anti-trust suit against Du Pont? Who is permitted to buy Du Pont stock? When will the Du Pont park be open to the public? Is it true that the government cancelled a \$29 million tax debt owed by Du Pont? Another feature is titled, "What Quality Means to Me." It pictures an employee, describes his job, and points out what quality means in terms of his particular function. An operation of unusual interest is pictured and described in "New Jersey Mission—Objective: Quality." A local operator, and two supervisors visited a customer to improve a difficult job of printing, of wrappers for peanuts. Since the operator plays a vital role in the production of cellophane, an operator was directly associated with the problem from start to finish. Besides news pertaining directly to the plant, there are general features on home-making and summer vacations. Editor is Neil Gabbert.

OLIVER IRON MINING DIVISION, UNITED STATES STEEL CORPORATION, publishes *Ore, Iron and Men*, described before in these pages. The company is fortunate in having several good artists among its employees. The cover of the April issue is decorated with a handsome water color by Jim McKenzie of the engineering depart-

ment. The picture shows the opening of navigation from the aerial bridge in Duluth. A featured article describes the work of another company artist, track walker Andrew Karahalios. Another article, well illustrated with photographs that really tell the whole story, is called "Preparations Made for Record Shipping Season." A picture story of real interest describes an employees' party where men modeled feminine attire to the amusement of the guests. Also pictured is the annual Curling club bonspiel, very informative for readers who have always been curious about this sport! The editor is Bob Burke.

UNITED STATES PIPE AND FOUNDRY COMPANY's *Pipelines* has an interesting double-page spread of pictures titled "Clicks and Clues." The pictures show object safety lessons, various meetings, introduce employees, and tell about promotions or transfers. An amply illustrated article on safety gives many specific instances where safety devices have paid off. The photographs supplement the text nicely. Dot Austin is the editor of *Pipelines*.

FIREMAN'S FUND GROUP publishes the *Fireman's Fund Record*, a pocket-size magazine. A recent issue devotes most of its space to provocative articles on the need for various kinds of insurance. It also carries one general feature on dogs. There is a page of amusing quotations, "Who Said It First?" Nelson Valjean is the editor.

THE FIREMAN'S FUND GROUP also publishes a larger magazine called *The Visiting Fireman* which is directed to employees. "Let's Get Acquainted" describes the work, activities and personnel in various area offices. "In the Family Focus" is a nice feature, illustrated with pencil sketches, on the record, activities and hobbies of an individual employee. The work of a staff adjuster is described in detail, and illustrated with pertinent photo-

graphs in "There'll Always be a Claim." The editor is Wilma Nuotio.

MELLON BANK AND TRUST COMPANY, Pittsburgh, publishes *Mellon Bank News*. The table of contents—which, by the way, is usually not found in employee magazines—gives a good indication of the scope of the

publication. Contents for a Spring issue included, "Night Force," "Spring Styles," "News of Our Retired Friends," "Turtle Creek Open House," "The Trust Tax Division," "The Tubes," "Champion Bowler Frank Pollak," and "The Clearinghouse." There's a well-balanced, comprehensive issue. Eve Carver, editor, is responsible.

What's New in Publications

STABILIZATION OF EMPLOYMENT IS GOOD MANAGEMENT, according to the title of a new booklet published by the *W. E. Upjohn Institute for Community Research*. The booklet is the reprint of a talk before the Personnel Conference, American Management Association, Chicago, February 1953, by Charles C. Gibbons. Mr. Gibbons is Industrial Program Director, the W. E. Upjohn Institute for Community Research. The talk is summarized in five statements. 1) A company can do much to stabilize its employment. 2) Steady jobs result from steady sales and production. 3) Steady sales and production result, in turn, from good management in all phases of the business. 4) The personnel manager can make an important contribution to the stabilization of employment. 5) A company can guarantee employment only after it has been successful in stabilizing its sales and production. Copies may be obtained from The W. E. Upjohn Institute for Community Research, 709 South Westnedge Avenue, Kalamazoo, Michigan.

FOUR OCCUPATION OUTLOOK HANDBOOKS have recently been issued by the *United States Department of Labor, Bureau of Labor Statistics*, in cooperation with the Veterans Administration. They are all reprints of 1951 publications. The titles are, *Employment Outlook in Printing Occupations*, *Employment Outlook for Air Transportation*, *Employment Outlook in Metalworking Occupations*, and *Employment Outlook for Mechanics*

and *Repairmen*. These are good-looking booklets of about twenty-five pages, well detailed and documented and full of good, practical information. They are illustrated with graphs and photographs of machinery used in the occupation. The text deals with the various jobs within the industry under four headings, outlook summary, nature of work, training and qualifications, outlook, and earnings and unionization. The booklets are available from the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., at 25¢ each.

PROBABLY WE'RE PREJUDICED, because the publisher is advertising from time to time in this magazine. But, even if he weren't, we'd still like his vest-pocket booklet called "System—Your Daily Log Book." The booklet carries the current month's calendar on the cover, and has a clean dated page, handy for notes or word games, for each day of the month. Page 1 of the June issue lists "Five Pointers on Preventing Grievances", quoted from Dartnell's (another advertiser!) "Short Course in Human Relations." The booklets are intended for the use of supervisors. We suggest that you request samples, without charge or obligation, from Orcutt Industrial Engineering Company, 744 N. 4th St., Milwaukee 3, Wisc. Please mention PJ.

ENLISTING EMPLOYEES IN COST REDUCTION is the title of a recent study published by *Policyholders Service Bureau* of the Metro-

politan Life Insurance Company. The report is based on the practices of 67 companies. The booklet describes 1) face-to-face contacts, such as meetings, personal contact, plant tours and open house; 2) the written word, including letters to employees, bulletins or memos to employees, employee magazines, annual reports to employees, interim reports to employees, employee manuals, other booklets, pay envelope inserts and check vouchers, advertising and press releases; 3) visual aids, such as posters, charts and displays; 4) training programs dealing with executive training, foreman training, orientation programs, employee training and employee committees; and 5) other channels like suggestion systems, attitude surveys, the radio, a quiz, contests and

anti-waste campaigns. The publication is comprehensive and should be useful for personnel people.

Planning the Organization for Better Management is another new study made by the Policyholders Service Bureau. This is a convenient analysis based on the experience of 76 companies. Many practical problems are considered, such as formalizing the organization structure by writing job descriptions for key positions, establishing the alignment of jobs, making an inventory of position requirements, and an inventory and appraisal of management personnel. Both booklets may be obtained from the Policyholders Service Bureau, Group Division, Metropolitan Life Insurance Company, 1 Madison Ave., New York 10.

ABOUT THE AUTHORS *(Continued from page 98)*

Deac (C. T.) Martin is associated with The F. W. Wakefield Brass Company, Vermilion, Ohio, in a public relations capacity. His business in Cleveland, called "Unique Services", was started in 1934 and is devoted to editorial, trade and public relations work. He has been writing for business publications since leaving Iowa State College in 1916.

William H. Klippert is an engineer with a background of experience in production and sales management in this country and abroad. Administrative Assistant with Goodyear Tire and Rubber Export Company, Akron, Ohio, he handles special assignments of management planning and organization analysis.

Hubert H. Clay has recently joined Congoleum-Nairn Inc., Kearny, N. J., as Personnel Administrator. Previously he was Industrial Psychologist at B. F. Goodrich Company, Akron. Mr. Clay has an M.A. in psychology from Western Reserve University, Cleveland, and was on the staff of Reserve's Personnel Research Institute.

SITUATIONS WANTED *(Continued from page 120)*

PERSONNEL: Master's Degree in Applied Psychology, 4 years' experience in administration and development of personnel selection techniques. Present salary \$5400. Prefer position in Eastern Pennsylvania or New Jersey. Age 30, Veteran, Married, 1 child. Resume on request. Reply *Box 240*.

PERSONNEL MANAGER OR LABOR RELATIONS ADMINISTRATOR: Experience at all phases of personnel program and labor-management relations. Would like opportunity with new organization or department. Employed as Personnel Manager in large company. Age 39, married, 2 children. *Box 241*.

HUMAN RELATIONS: 10 years' successful achievement various agencies. Admin. psych. psychotherapy testing, counseling. M.A., Ph.D. equiv. Age 34, married, 2 children. Interested New York City and adjoining area. Minimum salary \$6000. Resume upon request. Reply *Box 242*.

PSYCHOLOGIST: Ph.D., desires executive or personnel position in large Company. Reply *Box 243*.

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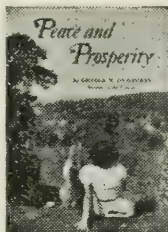


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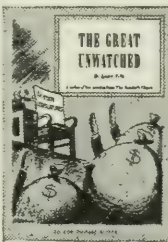


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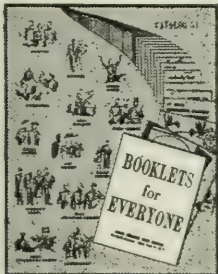
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SITUATIONS WANTED

PEOPLE—PRODUCTION—PROFITS: Three months ago I went on record, My skills and abilities to sell. To date the response has been precisely—One note, two quips and a fare-thee-well! It stands to reason that among so many, There must be someone having the need—To hire a man who, without disguise, Can help trim costs personnel-wise. The record shows a 13-year span, Of down-to-earth work, no "Fancy Dan", A graduate degree in psychology, A married man with children three. The present job pays \$9,000 plus, The salary now sought is up to us. Although this verse is one of those tricks, Can you use this chap, age 36? Reply *Box 227*.

PERSONNEL DIRECTOR: Over 15 years experience in all phases of office and factory personnel administration—recruitment, testing, negotiations, job evaluation, safety, training. Now have over-all responsibility in plant of 2,000. Age 41, married, children, degree, \$10,000 per year. Midwest preferred but not essential. Reply *Box 230*.

TRAINING DIRECTOR OR ASSISTANT: Wharton School graduate. Experienced in planning and organizing training programs. Experienced in Executive Development and Foreman Training teaching and development. Rounded background includes proven results in sales and personnel administration as well as training. Will relocate. Resume on request. Reply *Box 231*.

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available September. Resume on request. Reply *Box 232*.

PERSONNEL: Successful achievement throughout career. Presently with organization of 2000 people. 9 years of varied work experience touches on most phases of Personnel Administration including employee relations, classification, salary administration, testing and counseling, recruiting, placement and training. M.A. Guidance and Personnel Administration. Age 33, married, one child. Will relocate 250 miles radius of New York City. Resume, interview on request. Reply *Box 233*.

PERSONNEL WORK: B.A., M.A. (Personnel Administration, Vocational Guidance, Psychology, etc.). Some legal education, Recreation specialist. Member N.V.G.A., A.P.G.A. Age 27. Willing to relocate. Veteran. Reply *Box 234*.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Reply *Box 235*.

ECONOMIST: Seeks research or industrial relations post US or abroad. BA, MA, PhD. Experience teaching, research, government. Publications. Present earnings \$11,976. Head of research unit in Middle East. Desires change in order to marry. Accept salary reduction. *Box 236*.

PERSONNEL DIRECTOR: 3-1/2 years extensive experience in Personnel and Public Relations of manufacturing plant employing 950 people in small town located in the Mid-South. Seeking increases in opportunities—not salary. M.A. in Personnel Administration. Age 28, Married veteran—available August 1st. Reply *Box 237*.

PERSONNEL ASSISTANT: AB degree psychology, Princeton; MA degree psychology and personnel management, Columbia. 1-1/2 years in testing, recruitment, personnel records, job classification. Considerable contact work. Navy background in technical electronics. Age 29. Married, 2 children. Prefer northeast. Reply *Box 238*.

PERSONNEL: 15 years' experience personnel administration and public relations in private industry and government. Presently employed, annual salary \$6000, plus. Prefer position in South or Southwest. Age 38, veteran, married, 4 children. Resume upon request. Reply *Box 239*.

SEE OTHER SITUATION WANTED ADVERTISEMENTS ON PAGE 118

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PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

SEPTEMBER

- 9 East Lansing, Mich.
Michigan State College. Industrial Relations Workshop. Paul L. Moore,
Head Department Business & Industry, Michigan State College,
East Lansing, Mich.
- 23-24-25 New York, N. Y. Waldorf-Astoria.
National Industrial Conference Board, Inc. General Session. 247 Park
Avenue, New York 17, N. Y.
- 28-30 New York. Hotel Statler
American Management Association. Personnel Conference. Mr. Donald
G. Keen, Public Relations Director, American Management Assn.,
330 W. 42nd St., New York 36, N. Y.
- 30-Oct. 1-2 West Lafayette, Ind. Purdue University
Purdue University. 11th Annual Conference on Training in Business
and Industry. Comptrollers Office, T.E.D. Purdue University, West
Lafayette, Ind.

OCTOBER

- 4-9 Los Angeles, California
Civil Service Assembly. Annual Conference on Public Personnel Admin-
istration. Civil Service Assembly, 1313 E. 60th St., Chicago 37, Ill.
- 8-9-10 Seattle, Wash. New Washington Hotel
American Society of Training Directors. 3rd Western Regional Conference.
Registration Chairman, 3rd Western Regional Conference, A.S.T.D.,
310 Administration Bldg., U. of W., Seattle 5, Wash.
- 18-22 Palm Springs. Desert Inn
Merchants & Manufacturers Assn. Personnel Conference. Mr. Charles
McKeand, 725 S. Spring Street, Los Angeles 14, California.

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Editor to Reader:-

MY OLD FRIEND, TOM—that is not his real name—is about to take an important new job in the personnel world. I've known Tom well for about ten years and on occasion, whether to flatter me or because he really values it, he has asked me for advice. So I am now wondering, as he takes up his new duties, what I would say to him today if he were to ask me, "What shall I do and how shall I proceed in the development of the 'ideal' personnel program?"

That might well be called the \$64 question. It must be what every personnel director over the world is repeatedly asking himself. I'm going to try to answer it, not only for my friend Tom but for all the Toms in the land who face the problem of organizing or reorganizing and developing a personnel program. Not that my ideas are any better than anybody else's; but, at least, I faced the same problem nearly twenty years ago and worked out of it. The problem is real to me today, too, not only because of my responsibility to my readers but because I have a genuine concern for Tom and his success.

Tom certainly must begin with the assumption that the whole organization is not standing at attention waiting for him to say what ought to be done and how. On the contrary, the organization has had a personnel program for a great many years. Its previous director has just been retired. The organization lived with him for many years and was accustomed to his way of thinking on personnel matters.

So, to begin with, if I were Tom I would ask myself this question: "What is the personnel responsibility?" Putting it another way, I might ask: "What do I do as Personnel Director?" Let's see if we can answer that.

The function of the personnel program

is to bring about higher organizational efficiency by trying to improve everything that has to do with people.

When you try to think of improvements you can make that affect people, you are bound sooner or later to come to the conclusion that these divide themselves into two groups. One has to do with the specific programs such as employment, pensions, cafeterias, and so on. The other has to do, shall we say, with the spirit. You can have the world's finest programs in your organization but, if you have not brought about a condition under which men's spirits are kept high, you will not get the results you seek.

THIS CONSIDERATION LEADS BACK to my original definition of the purpose of personnel, which was to bring about a state of higher efficiency. A lot of people who are greatly concerned with the welfare of human beings decry the importance of efficiency in human affairs. I would like to dispose of this question—at least in my own mind—by pointing out that man's well-being is largely dependent on material things. Our American civilization has blossomed because of our ability to produce. Production is not accomplished without work. Work is not given freely and efficiently without conditions under which man is willing and wants to work.

If this is sound, then the measure of a good personnel program is its success in bringing about an atmosphere in which men's spirits are high. They like what they are doing, they like their associates, they are encouraged by the attitudes of superiors, and consequently it seems only natural to wish to work and to work efficiently.

If you are with me so far, then let me enlarge on that and let me repeat. The responsibility of the Personnel Director is two-fold. First, he must work towards the

development of a high degree of morale—a good spirit throughout the organization. Second, he must develop sound programs to discharge his responsibilities on the material side for bringing about a state of high efficiency. I don't think the best programs ever devised can enable a personnel director to feel that he has been successful unless he has at the same time been influential in improving the spirit of the organization.

IT IS THE PURPOSE OF THIS DISCUSSION from here on to explain what I mean by a good spirit in an organization. Let's leave the programs alone for the present. They consist of good selection methods, perhaps including test programs, and ample provision for the things which come to all of us in life—sickness, old age and death. Assume, then, that we have provided sound programs to meet every physical need of the organization and of the individual.

Let us now see what is meant by good spirit in an organization. Sometime last year, I referred to those fundamental needs which all of us feel. I quoted from Maslow to remind you that these needs fall into five main groups:

The need for love.

The need for security.

The need for a feeling of self-esteem and for the esteem of others.

The need to be doing something at which we feel we are good.

The physiological needs.

The physiological needs have been placed last because they are first, so to speak. The need for love is self-evident. It is the other three to which we can give our attention in developing a sound personnel program.

For example, good spirit is destroyed and the will to work is interfered with if a supervisor violates these three needs of all men. He can destroy his people's sense of security if he is continually threatening them. He can do this by threatening to discharge; by severely reprimanding, especially

at times when the deed does not warrant it. He can threaten security by making sudden changes in work. He can even create a feeling of insecurity by his own bad performance, which may make his subordinates feel that their jobs are threatened because the department is not operated rightly and may have to be re-organized.

Every man needs a feeling of self-esteem. He has to be able to look the world in the eye and be proud of himself. Think of all the ways in which you have seen a supervisor destroy the feeling of self-esteem which his subordinates should rightfully have. And, similarly, the need for the esteem of others; contempt expressed by word and deed on the part of the supervisor easily destroys the feeling of esteem which subordinates require.

I have touched on a few ways in which supervisors can conduct themselves to either enhance or destroy good spirit in their departments. This points the way for the Personnel Director. He should be campaigning day and night, year after year, among all supervisors and executives, to encourage them to understand the needs of other people. These needs are so universal and so vital that, if they are not properly observed, the organization cannot have good spirit.

MY ADVICE TO TOM, then, is to begin to cultivate the understanding and sympathy of all executives and supervisors throughout the organization—starting at the top. He should try to have them see his own attitude toward people and their needs, and encourage them in every possible way to improve their own attitudes.

Tom's most important job, then, will be to bring about a state of respect for the individual and he will probably have his hardest task in the middle levels. Here are the men who will be managing the company in another ten or twenty years. Just a few years ago, they were individual workers with no responsibility except for their

own work. Then they became supervisors and technicians and now they are what we are pleased to call junior executives.

DON'T YOU OFTEN WONDER what an executive is? He is a man who used to be responsible only for himself and his own actions, and now he is responsible for the actions of other people as well.

You might also ask how people become executives. If you believe in Darwin, you will say "the survival of the fittest". If you are a bit cynical, you will say "the persistence of mediocrity". For, as a matter of fact, a great many executives just drift into it by virtue of being good individual workers and by being around a long time.

Most people, when they become executives, are unaware of the point of view of other people. They do not yet realize that they have become responsible for the well-being of others. They have not yet learned the fundamental needs of all men. Until they do learn them, they will not have the high spirit in their organization. Without that high spirit, they will not have efficiency. And without efficiency they will not be making their contribution to the success of the company—which is the only reason they are there in the first place.

One of the things the brand new junior executive has to learn is how to know what is important. It is not what he wants, but what the situation requires. His efforts should be not to say "Do this" or "Do that", or to express himself as "Well, this is the way I want it done", but rather to say "Let us see what should be done. What does the situation require?"

As most of us know, one sign of good leadership is the ability to develop other men. We do this not by telling them to do this and do that, but by taking counsel with them; by encouraging them to find their own answers and then counselling them in the soundness of the answers rather than giving solutions to them. This is the op-

posite of what Mogensen is fond of calling "The you-tell-'em method".

So Tom's first job is to get acquainted with everyone in the organization and, most important of all, those at and near the top; next, those in the middle, and then all those below. He must convey to them his feeling of the importance of the individual, and his long range attitude and program should be to develop in the organization an active sense of the feeling of the worth of the individual. This, in turn, is best done with a conscious appreciation of the fundamental needs of man, coupled with an attitude of fair play.

I DON'T BELIEVE I HAVE EXPRESSED MYSELF at all well in advising Tom how to undertake his new responsibilities, but I am sure of this: There is no point in worrying about whether your pension plan is perfect, or your job evaluation scheme is the best one, or whether your employment department is functioning efficiently. Those things come later. First you must make up your mind that efficiency is your goal, and that this is to be reached by building an appreciation of the importance of the individual, and of your desire to serve both individuals and groups throughout the organization.

As you get acquainted with each vice president, you will not only be conveying to him your sense of the importance of doing everything to enhance the importance of the individual, but you will also be discussing different ways in which you can serve him and his department to make it more efficient. This must begin, of course, with an appreciation of the needs of his department and of the individuals who comprise it.

Tom's biggest job, to repeat, will be getting acquainted with the organization beginning with the top people. Since the top people are the most influential, it is most important that he become well acquainted with them and that he and they

understand each other thoroughly. I think Tom will be busy with this for a while before he need begin to worry about his testing program, though, to be sure, existing programs must be kept moving.

One thing I do not have to tell Tom. That the personnel job is one of the most exacting in the world. It covers a wider range of requirements than almost any job you can think of, short of the presidency. I'm wishing him the best!

THE IRON RULE IS PROPOSED to supplement the Golden Rule and the Silver Rule. Here are the three rules as stated by Dr. T. V. Smith—educator, philosopher and former politician:

The Golden Rule: Do to others as you would like to have them do to you.

The Silver Rule: Do not do to anyone what you would not like them to do to you.

The Iron Rule: Don't let people do to you what you would not do to them.

The Iron Rule has become necessary in this modern world where many ruthless people, imitating the behavior of the Communists, will do to other people anything they think they can get away with. Consequently, it behooves each of us to look out for himself. Dr. Smith thinks that the Golden Rule can be applied only to people who have the same standards as yourself for their rule of conduct. You certainly can't apply the Golden Rule against the Iron Rule of the Communists today.

THE SCHOOL OF HARD KNOCKS is still the surest way to learn anything, although it is sometimes expensive and painful. It's wonderful, though, to have a boss who will let you do a little learning on your own and not stifle you with constant direction to do this or do that. Edith Adams, a busy TV performer and actress, demonstrates the point in her story of the director George Abbott, for whom she worked when she was young in the theatre.

"I'd been warned that George Abbott was a pretty exacting director so I was pretty scared", she confessed. "But he understood that I was new and he gave me time to find things out for myself.

"Sometimes he would say, 'All right, if you want to do it that way, we'll try it.' In a day or two, I'd see that my way wasn't so good, and his was better. All this gave me the greatest confidence in him. If he were to tell me that I was to jump out the window, I'd just ask, 'Which window?' and I'd do it."

ARE THINGS TOUGH for new employees in your plant or office? A piece in a Cleveland newspaper recently discussed "many poor guys who have to fight through the network of slights, oversights, jealousies, tests, fears and tears" that sometimes go with breaking in on a new job. How would it work if you semi-officially designated an out-going person, below supervisory level, in each department to sort of take a new person in tow for the first day or so? To see that he's not solitary at noon in the cafeteria, and so on. The sooner a new workers feels himself one of the gang, the better for all concerned.

I HAVE OFTEN SAID that too many employers overlook much latent talent already on the payroll. I am referring to the neglect of most employers to make the best use of women in business. I had an interesting reminder of it today. We were writing to 9 book publishers on the subject of advertising in the columns of *Personnel Journal*. No less than 4 of the 9 letters were addressed to women whom we usually deal with on this subject. I advise you to take a careful look at the women already on your payroll. You may be agreeably surprised to find some very good potential not now being used or recognized.

Ned Hay

Here is a "merit rating" plan with some unusual features. It applies modified forced distribution to exempt employees in order to avoid too many similar ratings. The rating form itself is not shown to the employee, but a copy of the Position Guide (job description) is marked and given to him, and is used as the basis of the supervisor subordinate interview.

Appraising Performance of Exempt Personnel

BY DAVID C. SPOONER, JR.

Small Appliance Division, General Electric Company

IN THE organization to which this applies, each exempt position had been written up in the form of a Position Guide, and had been evaluated and assigned to a salary level. The object was to develop a practical and acceptable means of accomplishing the following:

1. Cause the supervisor to use his best judgment and to justify that judgment in recommendations for salary modification (or lack of it) at time of annual review, or when recommending transfer, or promotion to another position.
2. Assure that each supervisor periodically discussed with each exempt subordinate those factors and characteristics in which the employee was strong or weak, to the end that the subordinate might know exactly where he stood.
3. Point the way to improvement in performance on the part of the subordinate, so that he might become more valuable to himself and to his employer.

DESIRED FEATURES OF THE APPRAISAL SYSTEM

Experience with various methods of attempting to accomplish those objectives indicated the desirability of a system which:

1. Required the minimum expenditure of time on the part of supervisors in recording and writing, to the end that they could use most of the available time in exercising judgment.
2. Presented opinions in sufficient brevity to encourage appraisals being read and considered, rather than *filed*, by those up the line of authority.

3. Gave those up the line an opportunity to judge the objectivity of the *appraisers*, by noting the manner in which each carried out his assignment.
4. Made sure that Position Guides properly described each position and indicated any modifications in responsibilities since previous appraisal.

At the outset, in developing the method, it was necessary to decide whether each incumbent should be appraised by a number of associates not in the direct line of authority, or whether the appraisal should be strictly vertical, i.e., by each man's supervisor, then by next in line of authority, etc. The latter method was chosen in the belief that:

1. Such appraisers, having direct responsibility for the work of the incumbent, are best qualified to judge the quality of his performance.
2. Any "white-washing" on one hand, or "undermining" on the other, would be a direct reflection on such appraiser's capabilities, and therefore self-interest would force the use of honest judgment and statements.

A fundamental in the method is the use of the Position Guide as a basis for appraising performance in each position. The prime object of the Position Guide is to make clear to each employee exactly what duties and responsibilities he is expected to fulfill. What better means of appraising his performance than by expressions of opinion as to how well he does these things?

MANAGERS HELPED DEVELOP APPRAISAL METHOD AND FORMS

In developing the appraisal method, the objectives were first discussed with the Department General Manager and his staff. It was decided that the utmost in simplicity should be the aim. The thought was "Let's over-simplify now; it's always easy to complicate later."

This over-simplified arrangement involved adding the following text on existing Position Guides.

STRICTLY PRIVATE

APPRAISAL OF PERFORMANCE

1. Check in BLACK those responsibilities, and (in last paragraph) those characteristics in which employee is OUTSTANDING.
2. Check in RED those in which he is WEAK.
3. Manner in which these responsibilities are performed. (Check One)

Outstanding	
Experienced	
Acceptable	
Unsatisfactory	
In Training—Satisfactory	

4. Capacity for Growth. (Check one)

Outstanding	
Normal	
Little	

5. Should incumbent be in another position: Yes (); No (); If so, what?

6. Does this Guide properly describe this Position? Yes (); No (). If not, attach letter describing changes desired.
7. Date I discussed this Appraisal with my supervisor: _____
8. Date I discussed this Appraisal with incumbent: _____

9. Appraisal by: _____

10. Forward to *your* supervisor by March 20, 1953.

These were presented by the Plant Manager to his Manager of Employee

Relations, Manufacturing Engineer, and Superintendent, with the request that they apply the method to approximately one-half of their exempt employees and, based on such experience, make recommendations for any changes they thought appropriate.

When this had been done, and the appraisals had been passed up the line of authority to the Department Manager, the procedure was again discussed at length with the Plant Manager and his staff. As a result of such discussion, the method outlined in the following forms was evolved, and applied to the remaining exempt employees in the plant.

A comparison of the two methods indicates the considerably greater detail felt necessary by those on the job who actually had to do the work of appraisal. Acceptance of this modified form has been most enthusiastic; perhaps in part because it *does* embody their ideas.

Editor's note:

There follows the text of several forms mentioned by Mr. Spooner. The "Instructions for Appraisal" form is in typewritten format—both sides of an 8½ x 11" sheet. The "Appraisal of Performance Form" also uses both sides of the sheet, with space for "qualifying comments" and "endorsements" on the back of the form. The "Position Guide" is all on one 8½ x 11" page. Wording that appears on the forms in longhand is indicated by italics. To save space, we have omitted a separate page giving dictionary definitions of *integrity, courage, intelligence, originality, initiative, loyalty, cooperation* and *industry*. Obviously, the position, names, location and notations shown are fictitious and are used only for illustration.

INSTRUCTIONS FOR APPRAISAL OF PERFORMANCE OF EXEMPT EMPLOYEES

TO: Richard Roe Date: April 22, 1953
(Name of Supervisor)

Attached are Appraisal of Performance forms for each exempt employee under your supervision. Attached to each form are three copies of the Position Guide covering that employee's assignment.

Appraisal of an exempt employee's performance is in order at the time of an interim recommendation for salary adjustment, or when his assignment is changed. But, the principal application of the appraisal system is in conjunction with general payroll review, and these instructions are directed primarily to such application.

There are several reasons for making an Appraisal of Performance at this time:

- (1) It will aid you in making a fair recommendation as to what salary adjustment, if any, is in order;
- (2) It will aid your supervisor and those up the line of authority in being fair in making proper selection, promotion, and compensation;
- (3) It will form a foundation for a discussion of performance with each employee after the salary review to the end that he may thoroughly understand why his compensation is as it will then be, and that he may have pointed out to him those responsibilities and characteristics in which an improvement would help his progress.

ACTION TO BE TAKEN NOW:

Fill in data called for on each Appraisal Form and on each of the three Position Guides attached thereto. Detach and retain copies #2 and #3 of the annotated Position Guides. Copy #1 is to remain attached to the Appraisal Form, of which it is a part.

Interpretation of Descriptive Words: In appraising you are asked to describe over-all performance as Outstanding, Excellent, Experienced-Normal, In Training-Satisfactory, Acceptable, or Unsatisfactory. In order that these descriptions may have similar connotation in different areas, the following tabulation is offered as a guide to the significance of each word:

Proportion of Total Exempt Employees in Your Organization Normally Expected
to Fall Into Each Classification

Outstanding	5%
Excellent	20%
Experienced—Normal	} 50%
*In Training—Satisfactory	
Acceptable	
Unsatisfactory	5%

* Means that employee is inexperienced and in training in the position described *and which he now holds* and needs additional training before being completely qualified for it.

At the time of making your salary recommendation forward the Appraisal Form, with the remaining checked Position Guide attached, to *your* supervisor. He will forward it through line of authority to the Department Manager. Endorsements or qualifications of your opinions will be made as appropriate enroute. Note that the Appraisal Form is a **STRICTLY PRIVATE** document and is not to be shown to the employees whose performance is appraised.

Age, service, salary history, etc., are purposely omitted from Appraisal Form; they appear on employees' payroll folders and on Salary Review Sheets.

After reviewing, the Department Manager will distribute these Appraisal Forms to the appropriate payroll areas for filing in the individual employee's payroll folders where they will be available for future reference. Such reference will be particularly important to determine employee's progress when later appraisals are made.

ACTION TO BE TAKEN LATER:

When the salary review has been completed and adjustments have been authorized you will be notified. This is the time to discuss performance with each of your exempt employees, whether an adjustment is approved or not.

The reason you are asked to check but "a few" items on the Position Guide as being *poor* is to place emphasis on those points on which the employee needs improvement most. To check many points might often be unduly discouraging; also an employee can probably improve himself more rapidly by concentrating his efforts on a few items at a time.

If you as a Supervisor wish to double check some items for emphasis, there is no reason why you should not do so. However, it is not required.

You will note that those Position Guides that you have retained are imprinted in red for your signature and for that of the employee. At the conclusion of the interview you should each sign both copies. One copy is to be retained by the employee, not only as his Position Guide, but as a reminder of those responsibilities and characteristics on which he should work for improvement. The other is to be retained by you, for the same purpose, and as a proof of the fact that you *have* reviewed the employee's performance with him.

In discussing performance with a subordinate, many supervisors first discuss a few specific *good* points, then the specific *poor* points, and wind up with an overall comment on *good* performance to the extent that it is justified. This approach is taken to let the employee know that while the supervisor is endeavoring to aid him by pointing out his weakness, he is also conscious and appreciative of the good work the employee has turned in.

The conduct of these interviews is of course extremely important, and while each supervisor will handle the matter in the way that his own judgment indicates as being most effective, the Manager in each plant, or other appropriate area, will call a meeting prior to such discussions to establish any appropriate uniformity of practice, and to secure an exchange of ideas as to how maximum effectiveness may be secured. The objects of the interviews of course are to let each employee know where he stands, and to point the way to bettering his performance.

STRICTLY PRIVATE

Date: April 22, 1953

APPRAISAL OF PERFORMANCE FORM

Name of Employee Whose Performance is Appraised John Doe

(The *first* of the attached Position Guides is a part of this form and should not be detached)

How Supervisor Should Complete This Form

- (1) Read this form through completely before checking.
- (2) Detach second and third copies of Position Guide.
- (3) Check (✓) on all three copies of Position Guides in *black* those responsibilities and/or characteristics (listed in the last paragraph of the Guide) in which employee's performance has been very *good*.
- (4) Mark with (X) in *red* a few of those in which his performance has been poor; those which show greatest need for improvement.

- (5) Note that on this form there is a space designated QUALIFYING COMMENTS (IF ANY) BY SUPERVISOR. This is provided to enable you to explain any items you have checked for which you feel such explanation is necessary to correctly portray your opinion.
- (6) Check one block in each of the following items:

- (7) Overall manner in which employee fulfills his responsibilities:

Outstanding	
Excellent	✓
Experienced—Normal	
In Training—Satisfactory	
Acceptable	
Unsatisfactory	

- (8) Does the attached Guide properly describe this Position?

Yes ☒; No ☐

If not, attach letter describing changes desired.

- (9) Capacity for growth:

Outstanding	
Excellent	✓
Good	
Limited	

- (10) Is employee ready for promotion NOW? Yes ☐; No ☒
If "Yes", to what position(s)?

If answer is "No", and the reason is that additional training or experience is needed, indicate estimated time needed to qualify for promotion: *One year*

- (11) Is employee in right type of work? Yes ☒; No ☐
If not, in what type should he be? And Why?

Appraised by Richard Roe
(Signature of Employee's Supervisor)

Date: 4/26/53

(Space is provided on reverse side for any qualifying comments you wish to make, and for endorsements by those who review this Appraisal.)

QUALIFYING COMMENTS (IF ANY) BY SUPERVISOR (Refer to subjects by number).

I have placed X before "courage" to emphasize too lenient attitude with vendors (see X at 14, 20 & 24). He shows no lack of courage in other areas, but must be more forceful with outside tool makers etc if he is to realize his full potentiality. Performance very good otherwise. R.R.

ENDORSEMENTS (Comments on foregoing Appraisal by those on ladder of authority to the Department Manager. If in accord, sign and date. If not in accord, comment, sign and date. Refer to subjects by number).

I agree, Believe lack of maturity is real cause of vendor difficulty. I would say 2 years to promotion. J. S. 4/27/53

I endorse J. S. opinion—Promising young man. J. E. M. 4/29/53

(POSITION GUIDE—JOB DESCRIPTION)

TITLE OF POSITION: Tool Planner
NAME OF INCUMBENT: John Doe

LOCATION: Springfield Plant
ACCOUNTABLE TO: Mfg. Engineer

FUNCTION: Plan tool requirements for fabrication, assembly, and processing for the economical manufacture of production units.

SPECIFIC PERSONAL RESPONSIBILITIES

- ✓1. Review and analyze part drawings as required and suggest changes to make possible better processing and tooling.
2. Evaluate tool requirements on the basis of production volume forecasts.
3. Prepare estimates of tooling costs (dies, jigs, fixtures, special machines).
4. Prepare or assist in the preparation of operation data.
5. Assist in the preparation of machine loading data.
6. Obtain quotations (directly) on tool requirements.
7. Order (through Purchasing) capital equipment and non-durable tools.
8. Check and approve tool designs (for tools to be made inside or outside Plant).
9. Assist in the preparation of new floor layouts and flow charts, as required.
- ✓10. Assist, as required, in the balancing of specific floor operations.
11. Issue work orders for installing newly acquired equipment.
12. Maintain a progress chart of tooling activities.
13. Keep a running record of all expenditures made in conjunction with new tooling.
- ×14. Expedite (by mail, telephone, visit) tool deliveries and the checking of tool-made samples.
- ✓15. Investigate and correct initial tool troubles.
16. Review tooling activities to initiate cost reductions.
17. Assist in the investigation, evaluation and follow-up of employee suggestions.
- ✓18. Study tools and equipment to improve operator safety.
19. Review operations for tool obsolescence.
- ×20. Analyze tool vendor performance (workmanship, delivery, price) to get better service and better vendors.
- ✓21. Keep currently informed of new tooling practices, equipment, and processing.
22. Keep the Manufacturing Engineer currently informed of overall tooling activities.

RELATIONSHIP RESPONSIBILITIES

23. Consult, advise, and keep informed other unit supervisors and foremen in the Plant and cooperate with them in handling matters of mutual concern.
- ×24. Consult, visit, communicate with, and cooperate with outside vendors, as may be necessary, with due regard for Plant, Department, and Company prestige.

Appraisal of performance within this position will be based upon the results obtained through the practice of ✓ Integrity, × Courage, Intelligence, ✓Originality, Initiative, ✓Loyalty, ✓Cooperation, and Industry in carrying out the foregoing responsibilities.

Signature of Incumbent:	John Doe	Date: 2-20-53
Signature of His Supervisor:	Richard Doe	Date: 2-20-53
Signature of Next in Line of Supervision:	John Smith	Date: 2-25-53

REVIEWED	<i>Richard Roe</i>	<i>John Doe</i>	<i>4/27/53</i>
	(Signature of Supervisor)	(Signature of Employee)	(Date)

One plant manager using these forms says: "Although we have had only a short time to work with the new rating sheets, all of our supervisors seem to like them very much. The superintendent pointed out that they give him a chance to talk to his supervisors on every point involved in their jobs. The supervisors who were rated like it very much because they feel that for the first time a complete rating has been made and a lot of thought has been given to it."

In many companies today executives' salaries are sadly askew. They bear little relation to the work done, or to profit responsibilities. In recent years they have not been increased in anything like the same proportion as the pay of hourly workers. In a talk before the Young Presidents' Organization in Chicago recently, the author deplored the lack of incentive in many of today's salary ranges. This is a condensation of the talk.

Legacies of the Salary Freeze

BY ARCH PATTON

McKinsey & Company, Management Consultants, New York

WHEN the new administration killed salary controls on February 6, many an executive rubbed his hands in anticipation of an early settlement of his company's compensation problems. But with the passage of time, top management has begun to realize that the long years of the salary freeze bequeathed a number of unfortunate legacies to industry.

In my opinion, the key to compensation problems lies in the eleven years, less a short post-war respite, during which executives were paid in conformity with government edicts. In substance, the freeze was designed to see to it that all employees received equal treatment where salary increases were concerned. While modest differentials in pay increases were permitted within the framework of a given job, every effort was made by the government to achieve what was frequently termed a "common sacrifice".

SALARY FREEZE CHANGED COMPENSATION PRACTICES

This governmental effort to equalize pay increases received great impetus within many companies because of the need to hold employees in a tight labor market. The pressure to give virtually every employee the *maximum permissible increase* each year was almost overwhelming.

The end result was to create a situation diametrically opposed to established compensation practice in many progressive companies. The freeze provided an irresistible temptation to reward the "many" to the same extent as the "few"—to use merit increases as a device to *retain* employees, rather than to reward the few who make above-average contributions to company profit.

The rewarding of those who can be expected to contribute least to company profits is clearly shown by comparing executive compensation increases with those of the hourly worker. A study ("Thinking Ahead", Harvard Business Review, March 1952) made by the writer of compensation increases in 41 large companies between 1939 and 1950 showed the following percentage changes in average compensation:

Top Management—35% Middle Management—45% Hourly Employees—114%

Top management, carrying the profit responsibility of industry, received approximately one-third the increase, percentage-wise, awarded the hourly employee!

THE LEVELING EFFECT OF THE FREEZE

As you examine compensation relationships in large and small companies, the leveling effect of salary decisions made during "the frozen decade" are clearly evident. A medium-sized metal fabricator, for example, showed the following salary pattern at four levels in its sales department in 1941 and 1952:

	1941 <i>Compensation</i>	1952 <i>Compensation</i>
Sales Manager	\$26,500	\$34,500
Assistant Sales Manager	18,000	27,500
Divisional Sales Manager	11,200	18,500
District Sales Manager	6,500	12,500

This is not an unusual pattern of change. To a chief executive who has shared in setting these salaries, the increases may appear reasonable. But let us look at the impact on the incentive being provided.

MORE MONEY, BUT ACTUALLY LESS INCENTIVE

In 1941 the assistant sales manager was working toward a job (the sales managership) worth 45 per cent more in salary. By 1952, this increment had dipped to 25 per cent. Furthermore, when the inflation in taxes and living costs is taken into consideration, the sales manager's 1952 salary is worth barely \$16,000 in purchasing power—or less than the assistant sales manager received in 1941!

The divisional sales manager faces a similar dilution in incentive. The job toward which he was working (the assistant sales managership) in 1941 was worth 60 per cent more than his then salary. This increment had dropped to 49 per cent by 1952. However, the purchasing power of the job ahead, after changes in taxes and living costs, was about \$11,000—or virtually the same as his *present job was worth 11 years earlier*.

The Salary Stabilization concept was unrealistic in that it did not permit management to adjust the compensation of the executive group to make up for the tremendous loss in incentive involved in skyrocketing tax rates. Tax authorities point out that the executive with a \$25,000 income in 1940 needs \$80,000 today

just to break even in purchasing power. The average compensation of executive responsibilities worth \$25,000 in 1940 actually increased to barely \$35,000 in 1950, according to the study mentioned above. This means that the average \$35,000 position today has a purchasing power that is equivalent to less than 50 per cent of the typical \$25,000 job in 1940.

Another important development of the freeze period was a growing tendency in industry to compensate the individual rather than the job. This resulted from at least two important pressures. The first was the need to attract executives from other companies. Industry expanded at a phenomenal rate during and after the war. Between 1939 and 1951 more than 15 million employees were added to industrial payrolls. By normal yardsticks, this means that somewhere in the neighborhood of 15,000 policy-level executives were added, along with another 135,000 middle-management executives.

PAYING THE INDIVIDUAL RATHER THAN THE JOB

The difficulties in training so large an executive group are such that management often sought to fill newly created positions from outside the company. The impact of this "buying" of executives in a sellers' market on a company's internal salary structure, however, has often been unfortunate. For example, a manufacturing company had to hire a new purchasing executive. He demanded—and received—a \$28,000 salary. Sales and production executives with substantially greater profit responsibilities were being paid \$30,000 and \$25,000 respectively. This imbalance resulted in internal friction that the chief executive must belatedly attempt to alleviate.

The second element that fostered compensating individuals, rather than job responsibilities, was the need to hold key men. Since stabilization regulations permitted salary increases for some executives to be greater than others, as long as the total increase was within stipulated limits, there was a temptation to offer the biggest pay boosts to men who *might* be tempted to leave. This would not necessarily mean the men shouldering the greatest responsibility. If a man appeared to like living where he was, or the job did not put him in a position to be "tempted", he might well receive a lesser increase than a more aggressive or acquisitive man who was deemed willing to gamble on taking a new job.

It has been my observation that imbalances resulting from the freeze-born emphasis on compensating the individual, rather than the job, are a widespread phenomenon. The release of controls thus can be expected to create considerable pressure on management to bring compensation in line with responsibility. It is the rare executive today who does not have a good idea of his value to his company. Salary surveys at all management levels are available to the executive interested in his compensation—and who isn't?

Signs of such a movement are legion. Even before controls ended, many com-

panies started to re-evaluate their executive responsibilities. This action was frequently predicated on little more than an uneasy feeling at the top that salaries had somehow gotten out of balance.

I have seen these fears amply justified. In one company, for instance, the top executive of the most important operating division was being paid \$32,000. Several considerably smaller divisions paid their top men over \$50,000, and the previous chief executive of this same division had been paid \$85,000 when the operation was only half its present size.

Questioned about this unbalanced relationship, the chief executive could only point out that the \$32,000 man was relatively new on the job, and that this salary represented an increase of \$6,000 over his previous compensation. On further investigation, we found that the more highly paid executives in the smaller divisions had been hired from the outside at salaries well above the average in the company.

As the impact of high taxes became increasingly apparent during the freeze, the very highest level of management—normally also the highest paid—began to seek other forms of compensation to replace cash income. Two of the most significant developments in this decade of frozen salaries were the emergence of deferred compensation and stock option plans as motivations for the executive group. The fact that they were permissible under salary stabilization rules—at a time when other means of compensation were restricted—made for a sharp increase in their popularity.

DIVIDING TOP AND MIDDLE MANAGEMENT

The use of both these incentive devices may have driven a modest wedge between top and middle management. It is too early to assay the long-term importance of this divergence of interest, but it might have an unfavorable effect on the unity of these two important groups of executives.

The reason for this divergence lies in the fact that stock options and contingent deferred compensation contracts are most desirable where highly compensated executives are concerned. It has been my experience that the average executive earning under \$30,000, who is given a choice, is likely to prefer greater cash income rather than a stock option. Not only is his tax rate lower, but his *cash* needs are greater. He is more likely to be educating children, buying a home, or making similar capital outlays.

Deferred compensation involves another divisive element—age. The executive scheduled to retire in five years, and who is highly compensated, is apt to be interested in deferring income until after retirement when his tax rate will be lower. Since his retirement is only five years away, he feels reasonably confident what his tax rate will be. But the highly compensated 40-year old executive must wait 25 years before receiving any deferred income, assuming a retirement age of 65. Not only must he gamble that taxes on his retirement income will be substantially lower 25 years hence, but the use of this money is withheld from him for nearly 25 years.

I have seen several examples of this sharp divergence in thinking between the top and middle management group. In one large company, for example, top level executives proposed that a substantial proportion of the cash bonus received under the company's bonus plan should be deferred until after retirement. Subsequent inquiry among a cross section of executives indicated that whereas a few of the older men found such deferred compensation attractive, a substantial majority of all the executives who were included in the plan greatly preferred either a cash bonus or a stock option.

There is other evidence that top management sometimes has been favored over middle management where compensation is concerned. The 41-company compensation study mentioned earlier showed that in general top management received a smaller percentage increase in average compensation between 1939 and 1950 than did middle management (up 35 per cent versus 45 per cent).

However, approximately *one company in three reported greater percentage salary increases were made to top management* than to middle management. This was particularly noticeable among banks, heavy machinery, insurance, chemical, and steel companies. In some instances, this undoubtedly reflects the impact of incentive bonus payments at the top management level. In others it may indicate simply that more attention was given the needs of the top echelon.

In my opinion, any action that puts middle management on a different footing than top management should be very carefully weighed. The next top executive group usually must be recruited from the middle management level, which should be encouraged to think in the same terms as the senior officers.

BOOM IN BONUS PLANS PREDICTED

Two successive salary freezes in less than a decade have convinced a large segment of management that no company should be without a bonus plan. They intend to be prepared with a plan acceptable to the Government in the event another salary freeze comes along.

Although forecasting is a hazardous pastime, I believe it is reasonable to predict that some form of profit-sharing bonus will have been adopted by a sizable majority of all companies within the next few years. The penalties of not having such a plan are too horrible for some managements to face again. Every company that entered the freezes without a bonus plan recalls only too vividly the competitor whose executives were able to pocket salary increases of 50 per cent to 100 per cent or more during the freeze for no other reason than that they were prepared for the inflation that developed.

If the unpleasant memories of the salary freeze should, in fact, result in most companies adopting bonus plans, salary stabilization could not have handed management a more difficult problem. I am convinced that developing a successful executive compensation plan is one of the most difficult arts of management.

CHANCES NOT GOOD FOR SUCCESS OF BONUS PLANS

A study I made some years ago ("Incentive Compensation for Executives", *Harvard Business Review*, September 1951) of approximately 40 companies that had at one time or another had executive bonus plans indicated that the chances of a plan being successful were approximately one in seven. In other words, for every plan that the management itself believed provided a real incentive to the executive group, there were six plans that had either failed so badly as to have been abandoned or were limping along their unproductive way, supported largely by the unwillingness of top management to admit a mistake. Considering that motivation of the executive group is one of the first responsibilities of management, this record may appear surprising.

Probably the most common element in the failure of bonus plans lies in management failures. Bonus plans launched without sufficient study of the incentive needs of the organization involved are prime targets for failure. So are those in which the chief executive, for one reason or another, is unwilling to assume the basic management responsibility of choosing between "the men and the boys" in the passing out of bonus checks. This is most frequently evidenced by the profit-sharing type of bonus, that makes payments to individual executives on the basis of their salary. This is destructive of incentive from two points of view: The executive who is really trying to make an important profit contribution knows that the "let George do it" executive is receiving just as much bonus as he is for less effort. Then, too, this type of bonus soon comes to be considered part of salary, which sharply dilutes its value as an incentive.

During the 11 years of almost continuous salary control, management could shift the blame for unrealistic salary relationships from their own shoulders to the Government. Management could say with some justification, "We know your salary should be higher, Bill, but the Salary Stabilization Board has tied our hands".

Top management now is faced with rectifying maladjustments, which will not be easy. Thinking habits that have been steeped increasingly in the "leveling" philosophy of salary control make it difficult for management to approach the problem objectively. Then, too, separating the personality of the individual from the responsibility he carries—an essential ingredient in judging salary relationships—is often a stumbling block.

SUMMING UP TODAY'S EXECUTIVE SALARY SITUATION

Prior to the imposition of salary controls in 1942, executive compensation was a rather well-kept secret between the executive and his superior. To be sure, a certain amount of Securities and Exchange Commission data on executive salaries was available. But relatively little use had been made of it, perhaps because this salary information was limited to a comparatively few at the very top.

Pioneered by the American Management Association, executive compensation

surveys have reached an advanced stage of development. It is the rare executive today who does not have a reasonable idea of his value in terms of the compensation of like executives in competing companies. This in itself makes management's problem resulting from the elimination of salary controls the more critical. An executive who *knows* he is underpaid cannot be expected to be overly productive, and he can be expected to listen attentively to overtures made by other companies.

Prior to 1942, seasoned executives were not too hard to find. The country had only recently emerged from the depressed 30's and executives tested in the fire of tough competition were fairly plentiful. That condition no longer exists. Good executives are scarce, and the good ones are easy to lose if they feel unreasonably treated.

The almost universal interest in executive compensation does not stem entirely from the natural self-interest in one's own salary. Many chief executives sense the ravages of the "frozen decade" on the incentives being offered their executives. More and more, they appreciate that compensation covers a lot more ground than it did only a few years ago. Stock options, deferred compensation, profit-sharing trusts, incentive bonus plans, pensions, expense accounts, working conditions, and so on, all play their part—with salary—in the compensation picture today.

"This Is How We Did It", or "This Is Why It Didn't Work"—those might be the titles of articles that would describe experiences you have had, for the benefit of Personnel Journal readers. Have you done something that might interest others in personnel? We're always looking for articles telling what's going on—what's being learned—in our field. Let me hear from you if you have an idea. Perhaps we can help you put it in shape if you haven't time for much literary effort.

Ned Hay

Much time is taken in the usual training session in presenting a problem and securing complete understanding of its elements. This article reports an experiment that saved time, and which was more successful than the earlier "standard" procedure in obtaining group agreements. Other advantages: better attendance, livelier participation, and sessions that got off to faster starts.

Trainees Grouped Themselves and Selected Their Problems

BY EUGENE EMERSON JENNINGS
Assistant Professor of Industry
Wharton School of Finance and Commerce
University of Pennsylvania

TRAINING implies the objective of changing human behavior. Supervisory training attempts to influence behavior in a manner that improves job performance. Although many training methods exist, probably the most popular involves bringing together a number of trainees and soliciting their ideas and experiences by aid of conference leadership. After determining the problem to be analyzed and anticipating possible solutions, the leader draws these or similar ones from trainees by careful questioning and controlled discussion. The leader attempts during the training session to develop participation that will promote understanding and yield group agreement. The real objective, therefore, is group agreement.

COMMUNICATION AND ORGANIZATION PROBLEMS

Valuable as group agreement is in influencing behavior, it is equally difficult for a conference leader to obtain. Certain problems must be worked out by members of any group before they will move steadily toward agreement. One problem is *communication*. Interaction among trainees brought together for the purpose of agreeing on a solution usually follows certain definite phases. Initially, of course, the conference leader attempts to orient the trainees to the problem to be analyzed. Considerable time and discussion is necessary to obtain common understanding of the full implication of the problem at hand. Without common understanding, agreement is difficult.

Knowing what the problem involves elicits attitude responses about how the problem affects the trainees. Thus, in the second phase the conference leader encourages expression of attitudes so that trainees may fully evaluate the problem.

In the last phase the conference leader attempts to get suggestions on how to solve the problem. The participants may see a number of possible alternatives. Agreement must be reached on one or possibly two specific courses of action.

The phases of orientation (what is the problem), evaluation (how do they feel about it), and solution (what to do about it) are components of communication. To communicate is a group function and the manner and extent of communication often determines the degree of ease by which members move toward agreement. Sometimes agreement is not obtained because several members are not able to express adequately their opinions, doubts or misunderstandings of the meaning of the problem. Or the group may possess such a wide range of values and interests that some members cannot express themselves and others may not desire to. Group agreement is also impeded when a member attempts to impose his ideas onto the group.

COMMUNICATION BETTER WHEN GROUP MEMBERS LIKE EACH OTHER

Although the way members communicate depends partly on how the conference leader guides discussion through the various phases, communication is also affected by the *organization* or cohesiveness of the group. Most people seem to get more satisfaction from interacting with people whom they like. Personal liking for other members promotes group solidarity.

Group cohesiveness is aided when members find ample opportunity to satisfy their individual desires and motives. If members are not allowed to find satisfying roles the chance of obtaining cohesiveness is considerably less. Also, group solidarity is affected by differences in age, education, experience and attitudes. Young trainees among old, more educated among less, old hands among new, often adversely affect the group's ability to move in concert.

Problems of communication and organization are present in all groups and, whether or not members are explicitly aware of these problems, the necessity of coping with them is present in any group attempting to reach an objective. In most conferences, communication and organization problems are attended to principally *during* the training session and by the conference leader.

Obtaining maximum participation, understanding and agreement within the time limit of a training session is very difficult and sometimes impossible. Conference leaders find that most of the time is spent ironing out these problems and not enough is left for reaching group agreement.

The possibility occurred to the writer that some problems of communication and organization might be partially solved before the actual training session and by the trainees themselves. If this was possible, less training time would be required

to smooth out the problems of communication and organization and more would be left to discuss solutions and develop agreement.

Five groups of sixteen trainees each were put through two training programs. Both programs, devoted to solving human relations problems, were of nine sessions, one a week. The first program, herein called the *standard*, was conducted under the conference leader type of procedure described previously. The second, or *experimental*, program was conducted by the same conference leader with the same people upon completion of the standard program. The following changes were introduced gradually.

CHANGES IN STANDARD PROCEDURE MADE ONE AT A TIME

During the first two sessions of the experimental program the trainees were free to choose which of the five groups they would join—in other words, to group themselves and select their associates in training. Five sheets of paper were put up on the bulletin board, on which each could register which group he preferred. If, after signing up, he wanted to shift to another group he only had to erase his name and rewrite it on the sheet identifying the desired group. After the sheets were taken down at the end of the second training session, a supervisor could still change if he found another trainee willing to switch groups with him.

After two sessions of allowing trainees freedom to group themselves, an additional change was introduced which involved orientation. Since so much of the actual training time might be taken up in defining the problem to be discussed, it was decided to carefully write out the problem and give it several days in advance of the training session to each trainee on the job to read and study. After this change it was apparent to the conference leader that the groups were more cohesive. The problem of orientation was seemingly reduced, since many sessions started at the evaluation phase.

The change introduced in the sixth session involved the problem of evaluation and how it might be partially solved in advance of the sessions. Trainees often have a wide range of values and interests, experiences and ideas. Perhaps the expression of more constructive suggestions could be encouraged if more than one problem was presented in advance to the supervisors. Then they could decide not only which group offered them more opportunity for participation, but also which problem. The trainees were given two widely different problems to be discussed in the next training session. Since there were two problems and five groups, they still had freedom to select associates.

At the end of the seventh experimental session it was decided to give some attention to the third phase of communication. Suggesting and arriving at solutions were accomplished partially in advance by encouraging trainees to submit solutions to the conference leader before the next scheduled training session. Since by this time superiors took notice of the trainees' change in attitude toward training, it

was decided to give weekly publicity in the house organ to the trainee who handed in a solution which was later accepted by his group.

The experimental program was compared with the standard in relation to the reaching of group agreement. In each of the programs five groups had met nine times. In the standard program, 100 per cent agreement was reached in thirteen of the forty-five group-sessions, 50 to 99 per cent agreement in sixteen sessions, and less than 50 per cent agreement in sixteen sessions.

GROUP AGREEMENT SUBSTANTIALLY INCREASED

However, in the experimental program 100 per cent agreement was reached in twenty-seven group-sessions, 50-99 per cent agreement in eleven sessions and less than 50 per cent agreement in only seven sessions. In short, complete group agreement was doubled in the experimental program, while sessions ending in less than 50 per cent agreement were just one half the number obtained under the usual conference leadership procedure.

Besides achieving a higher rate of agreement, the trainees were able to fit themselves into the group and select the problem which offered more participation, status and recognition. This contributed substantially to group solidarity. In several experimental sessions ending in complete disagreement the trainees sought another group for membership. This jockeying did not take place as much when the group achieved high agreement and apparent success. Often training programs do not allow trainees to move from group to group and thus deny opportunity of acquiring satisfying group membership.

The trainees also had opportunity to associate the problem with their immediate work environment. The conference leader determined by a show of hands how many read the problem in advance. At first only 60 per cent raised their hands, but by the fifth session some 92 per cent indicated that they had read the problem and 58 per cent had talked about it to another trainee while on the job. In one particular case the human relations problem was so typical that several trainees attempted solutions at their work place. This experience and enthusiasm brought out in the training session generated one of the most successful sessions. Being out in the shop when first exposed to the problem afforded opportunity to view the problem and possible solution in the light of actual needs and difficulties. This helped to bridge the gap between the training situation and work environment.

Another outstanding advantage of the experimental method was the substantial increase in participation and attendance. Although these differences will be analyzed more systematically in a later report, more spontaneous participating and sincere suggesting were very evident to the conference leader. The absence rate in the standard program was usually 20-25 per cent, which is normal. In the experimental program, however, probably this rate was reduced to 0-4 per cent.

Evidently group loyalty was increased, because trainees unable to come to the

session called in their regrets or sent along an excuse by a friend. Often absentees stopped later in the conference leader's office for a brief resume of the session. This occurred so often that the conference leader found it necessary to mimeograph a summary of each session for those who were unavoidably absent.

One advantage turned into a disadvantage. One group had too much "stick-togetherness", which prevented trainees desiring membership from coming into the group. Usually these groups were more interesting and successful. On the other hand, one group was always difficult to fill because no more than just a few members wanted membership in it. The conference leader asked several trainees who were well liked and excellent participants to move into the group for a session. The group registration filled up in a short time.

About the Authors

David C. Spooner, Jr. served in the first World War as a Captain, Field Artillery, after which he received his B.S. in Electrical Engineering from the University of Pennsylvania. Since then, all his business life has been with General Electric Company. Starting as assistant to the District Publicity Representative in the Philadelphia office, in 1936 he became manager of the company's Household Appliance Division—Appliance & Merchandise Department, located at Bridgeport, Conn. He invented and patented several devices which were important to the growth and profit of his department, and was recognized for his work in designing and testing electrically heated clothing for World War II fliers. Recently for more than a year he has been on special assignment to organize the company's salary administration for exempt employees.

Arch Patton is associated with the management consulting firm of McKinsey & Company, New York City, where he has pioneered in the development of effective yardsticks for measuring executive compensation. Recently he has been specializing in the development of incentive compensation programs for leading companies. He has written and spoken extensively on such devices as stock options, deferred compensation contracts, and incentive bonus plans. Mr. Patton was educated at Colgate and the Harvard Business School. Earlier business connections were with Wilbur-Suchard Chocolate Co. (V.P., Merchandising and Advertising), R. Hoe and Company, Vick Chemical Company, F. W. Woolworth & Company, and the Associated Press.

Dr. Eugene E. Jennings is Assistant Professor of Industry at the Wharton School of Finance & Commerce, University of Pennsylvania, Philadelphia. He holds a Ph.D. in Personnel from the State University of Iowa. Serves as consulting psychologist to the Monsanto Chemical Company, and is associated with the office of the Chief of Ordnance, Washington, D. C.

Harold W. Jacobson was Job Analyst with National Company, Inc., Malden, Massachusetts, engineers and manufacturers, when he wrote the article in this issue. He is now the company's Employment Manager. Mr. Jacobson graduated in 1951 from Clark University, Worcester, Mass., with an A.B. in Economics and Sociology, and did graduate work at Northeastern University, Boston. For two years he was with the Ordnance Department, U. S. Army, as an instructor. Before his present business association he was employed as an Industrial Engineer in the American Steel and Wire Division of U. S. Steel at Worcester, Mass.

Perhaps the writer isn't fooling as much as it might appear in this job description "perpetrated by a job analyst in an idle moment while his *frau* exercised considerable initiative, ingenuity and judgment in the semi-routine performance of a normal 18-hour day". Obviously the job is "frightfully out of line in any wage or salary structure".

Job Title: Housewife

BY HAROLD W. JACOBSON, Job Analyst
National Company, Inc., Malden, Massachusetts

Grade: *HIGH*

Description:

Functions in several capacities and offices performing a wide variety of duties semi-routine in nature but where the exercise of independent judgment is required in the application of practices and policies to situations not previously covered:

Effects the purchase of a wide variety of organic materials for processing, giving special consideration to costs, market conditions, and state of material. Plan, layout, and schedule processing operations, maintaining strict control of flow and inventory to meet schedules. Conduct necessary chemical operations, using various heat treatments as required to transform basic organic materials into completed form for distribution to consumer;

Maintains budgeting, cost control, and cost accounting systems, operating within a limited financial framework. Strike semi-monthly trial balances to determine relationship between accounts-payable and accounts-receivable and, as required, perform necessary magic to bring accounts into balance;

Operates and maintains a variety of manually and electrically powered equipment for heating, cooling, stitching, suctioning, cleansing, etc.;

Performs other miscellaneous duties of a routine nature not specifically mentioned, but where such duties are a normal outgrowth of the job.

SUBSTANTIATING DATA

EDUCATION:

This factor appraises the minimum amount of theoretical education required, however attained.

Broad general knowledge of several specialized fields such as chemistry, mechanical and electrical engineering, marketing, accounting, and fundamentals of human relations.

COMPLEXITY OF DUTIES:

This factor appraises the need for initiative, ingenuity, and independent judgment.

Perform a wide variety of semi-routine duties directed toward the attainment of a general objective: the physiological and psychic welfare of a small social group. Performance requires the use of judgment in devising new methods and modifying or adapting standard practice to meet new conditions.

RESPONSIBILITY:

This factor appraises the responsibility for equipment, material, process, and health, safety, and work of others.

Complete responsibility in terms of costs, methods, and personnel for equipment, material, process, etc. Supervise and direct one inept male in the performance of a limited number of routine duties such as: rub, scrub, sweep, brush, mop, polish, etc.

EFFORT:

This factor appraises the mental and/or visual demand required.

High degree of concentration where the volume and nature of work require unusual coordination of hand and eye.

WORKING CONDITIONS:

This factor appraises the surroundings or physical conditions under which the job must be performed. It includes health and accident hazards.

Somewhat disagreeable working conditions due to exposure to dust, dirt, heat, etc. Exposure to accidents where results will probably be minor in nature: cuts, bruises, burns, etc., which, although painful, are not incapacitating in nature. Health hazards negligible. Fatigue factor high.

BOOKS

INDUSTRIALISM AND THE POPES. By Mary Lois Eberdt and Gerald J. Schnepf, P. J. Kenedy & Sons, New York, 1953. Pp. xxii, 245. Price \$3.50.

FATHER TOMPKINS OF NOVA SCOTIA. By George Boyle, P. J. Kenedy & Sons, New York, 1953. Pp. xi, 234. Price \$3.00.

The purpose of the first of these books is to explain the so-called "Industrial Council Plan" as it is being actively espoused by certain Catholic groups in this country and to relate the Christian validity of this idea to the pronouncements of the Popes over the last two generations on social and economic problems.

Insofar as the volume is one of justification indicating religious sanction, the book is a persuasive statement. But for the non-ecclesiastical reader the book would have been more effective if there had been further elaboration of the economic and social significance of the industry council idea and some attempt made to relate the idea as here set forth to analogous activities which have been going forward in the so-called Whitley councils and similar joint agencies in England.

The whole idea of vocational and industry-wide organization has taken a somewhat different turn in this country from its manifestations in Europe; and it is to be regretted that more could not have been done with projecting how these general ideas may become extended in this country, perhaps growing out of industry-wide collective bargaining agencies.

Mr. Boyle's biography of Father Tompkins is a vivid and appealing study. It is by no means uncritical, yet one feels that particularly in the earlier part of the book some salient information about Father Tompkins' activities has been passed over.

Nevertheless, the heroic and persistent quality of sacrificial effort which the book portrays and relates to the consumer and producer cooperative movements makes a fascinating and heartening record. It merits circulation beyond the limited audience it is likely to have, as an inspirational biography in the very best sense.

Ordway Tead

MANAGEMENT COMPENSATION. By O. W. Blackett. Published by University of Michigan Press, Ann Arbor, Michigan. April, 1953. 53 pages. \$1.75 paper: \$2.50 cloth.

The author shows the relationship between the capital employed by corporations and the rate of pay of the highest paid official and of the first three officials. The study covers two periods, 10 years from 1929 to 1938 and 5 years from 1945 to 1949. The corporations studied include some of the largest, such as U. S. Steel, down to middle-sized ones such as Link Belt and Underwood-Elliott, a total of 92 companies.

The principal conclusions are that salary varied in an orderly way between large and small companies and also according to average earnings. What the author calls the "compensation ratio" makes it possible to indicate within reasonable limits the appropriate pay rates for the top executives, if the capital employed and the average profits are known.

One of the most interesting findings is that the salaries of top officers of the smaller companies—those employing from 10 to 20 million dollars capital—have declined very little in post-war periods as compared to pre-war periods. Officers of the large corporations, on the other hand, have suffered a considerable loss in compensation, when such compensation is expressed as a percent-

age of earnings. This, of course, does not take direct account of the loss due to price changes and increased income taxes. Nor does it give credit for compensation increases through stock options and other non-salary provisions.

Anyone concerned with the problem of executive compensation should study the procedure and findings of the author.

E.N.H.

READINGS IN EXPERIMENTAL INDUSTRIAL PSYCHOLOGY. By Milton L. Blum. Published by Prentice-Hall, Inc., New York, 1952. 455 pages. \$6.35.

The point of view of this book is very practical, in line with the considerable industrial experience of the author. Its purpose is to provide reference to specific problems in psychological measurement in industry, and in related industry problems.

Some of the fields covered are test selection, the application blank, design of controls, visibility and legibility, forced choice rating and the application of readability formulas.

The book is essentially a collection of reprints from the pages of the *Journal of Applied Psychology*, *Personnel Psychology* and other psychological and scientific journals, by far the greater number being from the first of these journals.

It describes a wide variety of methods devised by industrial psychologists to find answers to specific problems concerned with man and his work. It is especially valuable in the statistics provided for the various problems dealt with. It will be invaluable to all personnel workers interested in the increasingly important applications of psychology to industry.

E.N.H.

PERSONALITY AND HUMAN RELATIONS IN BUSINESS. By Louis A. Rice, Amedeo G. Sferra and Mary Elizabeth Wright. Gregg Publishing Division, McGraw-Hill Book Company, New York, 1953. 208 pages, 8½ x 11", \$2.50.

We wish, somehow, this book could be placed in the hands of every youngster about to take the big step from high school or business school into business and anxious to make good. "This is not required reading," the boys and girls would be told, "but you'll enjoy it, and it may help as much in your early business career as anything you've been taught up to this time."

Among chapter headings: Human Relations Are Essential In Business, How Your Personality Is Shown, Self-Management Develops Personality, Speech and Conversation in Business, Improve Your Reading Skills, Your Emotions in Human Relations, Emotional Conflict and Adjustment, Good Grooming for Men—for Women, How the Businessman (Business Woman) Should Dress, Manners in Business. The book's typographical treatment is attractive. There are many illustrations. The second half of the book consists mostly of problems and exercises. The authors are associated with Packard Junior College in New York City—Mr. Rice as president and the others as instructors.

The book is too elementary for use in company training or indoctrination courses except, perhaps, where you have a group of girls fresh out of school. But personnel directors have sons and daughters, nephews and nieces; this would be excellent to help get them off on the right foot. Useful, too, to hand to some bright unrelated youngster in whose progress you're interested.

H.M.T.

Toward a Democratic Work Process

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In Perspective

PERSONNEL JOURNAL'S Guide to *Selected Reviews of Management Literature*

DEVELOPMENT OF EXECUTIVE TALENT. Edited by M. J. Dooher and Vivienne Marquis. New York: American Management Association.

Reviewed in *Modern Industry*, September 15, 1952

by Don F. Copell in *Advanced Management*, August 1952

by C. G. Browne in *Journal of Applied Psychology*, April 1952

COMPULSORY ARBITRATION OF UTILITY DISPUTES IN NEW JERSEY AND PENNSYLVANIA. By Robert R. France and Richard A. Lester. Princeton: Industrial Relations Section.

Reviewed by John Perry Horlacher in the *Annals of the American Academy of Political and Social Science*, January 1952

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GOALS AND STRATEGY IN COLLECTIVE BARGAINING. By Frederick H. Harbison and John R. Coleman. New York: Harper & Bros.

Reviewed by Louis J. Van Mol in *Public Personnel Review*, October 1952

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GOVERNMENT AND LABOR IN THE U. S. ("American Government in Action Series"). By John H. Leek. New York: Rinehart & Co.

Reviewed by Vaughn O. Bornet in the *Annals of the American Academy of Political and Social Science*, September 1952

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INDUSTRIAL SOCIOLOGY. By Delbert C. Miller and William H. Form. New York: Harper & Bros.

Reviewed by F. L. W. Richardson, Jr. in *Management Review*, March 1952

by Harold Guetzkow in *Personnel Psychology*, Summer 1952

by Glaister A. Elmer in the *Journal of Applied Psychology*, February 1953

- IS ANYBODY LISTENING? By William H. Whyte and the Editors of *Fortune*.
New York: Simon & Schuster
Reviewed by Thomas O. Wooge in the *Yale Review*, Autumn 1952
by Everett Reimer in *Public Administration Review*, Summer 1952
by Alfred McClung Lee in the *American Journal of Sociology*, January 1953
- MEETING OF MINDS: A WAY TO PEACE THROUGH MEDIATION. By Elmore Jackson. New York: McGraw-Hill Co.
Reviewed by Robert Strausz-Hupe in the *Annals of the American Academy of Political and Social Science*, November 1952
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- THE STRUGGLE FOR SURVIVAL. By Eliot Janeway. New Haven: Yale University Press
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Reviewed by Everett Reimer in *Public Administration Review*, Summer 1952
by Russell L. Greenman in *Industrial and Labor Relations Review*, January 1953
- UNIONS AND TELEPHONES: THE STORY OF THE COMMUNICATIONS WORKERS OF AMERICA. By Jack Barbash. New York: Harper & Bros.
Reviewed by Vaughn D. Borner in the *Annals of the American Academy of Political and Social Science*, November 1952
in *Labor Law Journal*, January 1953
- WORK MEASUREMENT. By Adam Abruzzi. New York: Columbia University Press
Reviewed by R. P. Benz in *Personnel Administration*, September 1952
by Dexter S. Kimball in the *Annals of the American Academy of Political and Social Science*, September 1952
- THE DANISH SYSTEM OF LABOR RELATIONS: A STUDY IN INDUSTRIAL PEACE. By Walter Galenson. Cambridge: Harvard University Press.
Reviewed by Jean A. Flexner in *Monthly Labor Review*, May 1952
by A. Morgner in the *Annals of the American Academy of Political and Social Science*, May 1952
by Elmo P. Hohman in the *Journal of Political Economy*, June 1952

Across the Editor's Desk

Gleanings by DOROTHY BONNELL

With the Local Personnel Associations

PERSONNEL CLUB OF GREATER MIAMI was founded in April of this year. At the time of the second meeting there was a membership of twenty-six large concerns. The club is patterned after the Personnel Managers Club of Boston and has the same high aims for the advancement of personnel administration. Officers for the first year are: President, Paul A. Clifford, Personnel Director of Carls Markets, Inc.; Vice President, Charles W. McFarland of Charles McFarland and Associates; Secretary, Isabel S. Jeffrey, Personnel Director of Burdine's; Treasurer, Ray F. Basten, Personnel Director of the First National Bank. Dinner meetings will be held on the third Monday of each month. Speakers will be specialists in personnel work within and outside the club. Paul Clifford, President, was kind enough to inform us.

MANAGEMENT AND PERSONNEL CLUB, College of Business Administration, *University of Denver*, has published the first in a series of project studies. The first is on "Work Simplification Projects." The project chairman was Bernard L. Burstyn. The study indicates areas in which savings may be effected by work simplification. It describes an unloading procedure in which startling savings were made by constructing trailers with false bottoms through which exhaust pipes could carry heat to keep moist ore from freezing. This device replaced a time and money consuming method of heating the ore with an oil burner and then loosening it with picks.

A tentative list of future projects to be reported on include business policies, case problems in supervising employees, frustration, labor productivity, labor relations, motion and time study, public relations,

small business management, tests and measurements and wage determination. Richard J. Perko is President of the Management and Personnel Club.

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION serves an area which includes British Columbia, Washington, Oregon, Idaho, and Montana. The Association puts out a monthly publication, *Personnel Panorama*, which has been frequently mentioned in this column. This regional organization seems highly successful and apparently serves to strengthen the individual groups. Reports from the local chapters indicate plenty of activity and ideas.

Spokane members recently reviewed and evaluated a Personnel Management course jointly sponsored with the Gonzaga University. Attendance at the course was nearly triple the expected number. In *Salem* a committee is working on a course in personnel training which will cover job analysis, job evaluation, employee services, employee publications and suggestion systems. The course will be given in two terms and graduate credit can be obtained through the extension services. *Salem* has decided to alternate the regular monthly meetings by having a luncheon meeting one month and a dinner meeting the next. Also, informal get-togethers are under way one night each month and are proving quite popular. The *Seattle* membership was polled and a large number indicated a desire for group discussion meetings.

Dr. Delbert C. Miller, professor of Sociology at the University of Washington and a member of the Seattle Chapter, PNPMA, demonstrated his multiple role-playing ideas to the *Portland* Chapter. The membership participated enthusiastically.

The *Victoria* Chapter joined with the Vancouver Board of Trade in holding a Management Institute. Distinguished speakers included Dr. T. J. Barnowe and Dr. Lillian M. Gilbreth. The chapter conducted a problem clinic, using a case study in which all members participated as part of one of their programs.

A two-page cartoon in the middle of the book in the April *Personnel Panorama* is sure to be appreciated by most readers. It shows the office of Personnel Manager, complete with such equipment as a ten-foot-pole for not touching things with, a ball for getting on, an ear-to-ground device, a pulse-of-the-organization machine, a wheel for putting shoulder to, and skates for thin ice.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION, INC., of *Los Angeles* announces an important new service by PIRA members for employers. The Placement Committee, headed by Giles Hall, will undertake to have applicants interviewed by newly appointed District placement men, who will fill out special application forms and forward them to a central file. In presenting the new plan for approval Mr. Hall stated, "We have many fine applicants and it is important that PIRA members spread the word to prospective employers in their respective districts." An all-out membership drive is now under way to add to the PIRA roster many eligible individuals and companies in the metropolitan Los Angeles area. Prizes will be awarded to the three members submitting the most accepted applications during the drive. An additional prize was offered to the District with the greatest per cent of increase in membership.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION is putting out its monthly bulletin in a new format. The new bulletin is $5\frac{1}{2} \times 8\frac{1}{2}$ and printed in good, clear off-set. "Development of Management Personnel" was the subject chosen by Charles Foreman of United Parcel Service when he addressed

the group. His talk is reported in some detail in the bulletin. Synthetic development programs, wordy brochures and assorted "techniques" designed to enhance the status of the personnel executive do not succeed in developing management personnel, he said. The training of executives does not necessarily mean that they must be sent to take an imposing array of costly courses.

"How can we help?" Mr. Foreman asked. He answered: "1. Find some way of assisting the line supervisors in appraising their people. 2. Detail a person's performance and the methods he uses. 3. Help the supervisor plan the action to be taken as a result of an objective appraisal. 4. Put the plan into action and follow up with subsequent appraisals. If a man is good, add to assignments *gradually* and appraise him on each one, using his performance on the job when appraising and not his personality."

WOMEN'S PERSONNEL GROUP OF PHILADELPHIA reports an interesting panel discussion on "Absenteeism and Turnover." Prior to the program the moderator polled members on the practices of their companies. Results of the very enlightening questionnaire were then mailed to the members. This is an ambitious and helpful complement to the program that might well be noted by other organizations.

At the meeting the moderator, Miss Mildred Justice, Personnel Director of Stern's, introduced the subject by pointing out measurable factors of labor loss: 1) failure to keep the standard number of employees; 2) failure to keep the employees up to standard; 3) tardiness. Dorothy Masterman, Personnel Director of the Philadelphia Evening Bulletin, discussed the causes and control of absenteeism. Margaret Busom of Fidelity Trust discussed how to measure absenteeism. Natalie Ford of Burroughs tied in the high absentee rate with its follow-up—high labor turnover. Arlene Rooney of R.C.A. discussed reasons for turnover, the importance of careful study

of the causes and the steps in a successful exit interview. Alicia Alden of Sears Roebuck concluded the discussion by saying that turnover is a malignancy which has increased in the last few years. It is a result of current market conditions which cannot

be cured but must be met. Management policies should include competitive wages, job stability and promotion from within. The personnel department has a heavy responsibility in this job, as does the entire supervisory staff.

Conferences, Workshops, Courses

ECONOMIC EDUCATION FOR EMPLOYEES was the subject of a conference presented by the *California Training Directors Association in San Francisco* in April. An address by Dr. George S. Benson, President, Harding College, Searcy, Arkansas, on "The Workings of America's Economic System," followed a series of three workshops. Gerald G. Chappell, Supervisor of Training, Union Oil Company of California, conducted the first on "How Union Oil is Doing It." David D. Hurford, Staff Assistant to the Personnel Manager, Sears, Roebuck and Company, Los Angeles, told "How Sears, Roebuck is Doing It" at the second session. A panel gave "Answers to Your Questions on Economic Education," at the third workshop.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION held its annual spring meeting in *Pittsburgh* in April. Ewan Clague, Commissioner, Bureau of Labor Statistics and President, IRRA, spoke on "Impact of Changing Economic Conditions," at the opening session. Topics discussed in panel sessions included, "Medical Benefit Plans in Collective Bargaining;" "Developments in Personnel Administration;" "Comparative Union Roles in Industry Here and Abroad;" "Implications of the Guaranteed Annual Wage;" "Lessons from Recent Wage Stabilization Experience;" and "Research on Union Member's Attitudes."

PLANNING FOR TOMORROW'S PERSONNEL NEEDS was the general theme of the *14th Ohio Personnel Institute*, sponsored by the Department of Business Organization, Ohio State University. Mr. James Lincoln,

President, Lincoln Electric Company, Cleveland, spoke on "Motivating Employees to Produce More." "Can Industry Guarantee Wages," was the question discussed by Dr. Emerson P. Schmidt, Director, Economic Research Department, Chamber of Commerce of the United States. "Selling Your Personnel Program," was the subject chosen by Mr. R. H. Mulford, Vice President, Industrial Relations, Owens-Illinois Glass Company, Toledo.

TENNESSEE INDUSTRIAL PERSONNEL CONFERENCE was held in Nashville in May. The conference was sponsored by the *University of Tennessee Division of University Extension and Tennessee Industries*. Among the speakers were Thomas A. Ballentine, President, Louisville Taxicab and Transfer Company; Robert N. McMurry, Senior Partner, McMurry, Hamstra and Co., Chicago; C. E. Fritschle, Associate Professor, Industrial Management, the University of Tennessee; and O. C. McCreery, Director of Education and Training, Aluminum Company of America, Pittsburgh.

A SWING TOWARDS "ATTITUDE" AS OPPOSED TO "SKILL" TRAINING was reported at a meeting in Boston of the *American Society of Training Directors*. Foremen, supervisors, executives, are demanding more and more courses in leadership, human relations, communications, economic information—less for manual skills and techniques. Conference speakers picked up this theme. Dr. Harold C. Case, Boston University President, asked for programs aimed at restlessness and "footlessness" in American life.

Industrialist Robert C. Sprague found that factory foremen held the key to worker opinion. "On the average, foremen spend 2,000 hours per year in intimate association with American work force—are given more of a hearing than any other single influence."

AN INSTITUTE¹ FOR TRAINING SPECIALISTS who are relatively new to the field of training in industry was sponsored by the *New York State School of Industrial and*

Labor Relations at Cornell University, June 29, to July 2. Among the speakers were Otis McCreery, Educational Director of Aluminum Company of America; Cecil Garland, Training Director Corning Glass Works; Charles P. Scott, Professor of Industrial Education University of Pittsburgh; Raymond D. Jarvis, Manager, General and Vocational Education, IBM, Endicott; and C. Kenneth Beach, Coordinator-Training Services, Arabian-American Oil Company, New York.

Looking Over the Employee Magazines

THE OREGON STATE HIGHWAY DEPARTMENT has responded to our recent bid for information about the experiences of organizations publishing small house organs. For the past three years the personnel division has prepared *Personnel Observations*, a small news bulletin for the employees.

The Highway Department has a total of 3,000 employees—most of them in the field—and the bulletin has proven very helpful. The enterprise began with one or two pages without illustrations. Gradually, as the value of getting information and policies to employees was recognized, the size was increased. A second color, illustrations and attention-getting devices were introduced.

The bulletin is an example of real co-operative effort. Material is begged, borrowed or stolen from every possible source. There is no editorial board and no full-time editor. R. H. Baldock, Chief Engineer, reads the rough draft thoroughly before publication to be certain that it conforms with the department's policies.

The bulletin is published as time permits—usually every two or three months. Personnel Director Gene Huntley serves as editor; Jim Young of the Highway Travel Information Division takes care of the photography; Marvin Simpson, a draftsman, does a full page caricature on interest-

ing employees; Henry Stoudemeyer, Final Estimates Engineer, does interesting and entertaining cartoon work; Kathleen Peerboom, secretary in the personnel division, does the layout and typing; George Faville, in the blueprint section, makes such photoplates as are used; and the multilith section prints the bulletin.

Personnel Panorama, the publication of the Pacific Northwest Personnel Management Association, recently pointed to the bulletin as an excellent example of a colorful, attractive and economical house organ run on a close personnel budget. Professor Ben Petty of Purdue University in his *Highway Extension News* also gave *Personnel Observations* credit as an attractive bulletin which stresses the human aspect of employment. The bulletin is certainly an extra-curricular activity but a very worthwhile and successful one. We are indebted to Mr. Huntley, Personnel Director, for his generous response to our inquiry.

THE PENNSYLVANIA RAILROAD puts out a lavishly illustrated employee magazine, *The Pennsy*. The May issue presented, as an experiment, a simplified, pictorial version of the company's annual report. Largely by means of photographs the editors tried to show the kinds of facilities, equipment, and securities the railroad has in its assets, the kind of debt it has to pay off, and what is

left for stockholders. The report also shows how the railroad earns money, where it gets revenue, how it makes expenditures, and what is left for owner and improvements.

Finally, the novel report shows what no previous report of a statistical nature could do, because some assets of the railroad could not be calculated in dollars. These are the interests and skills of the people who are necessary to its success. Many pictures of the owners, directors, management and employees make up this section of the report.

Some obvious difficulties are encountered in such an experiment: the sections on what the railroad owns, and what it owes are illustrated for the most part with pictures of stocks and bonds, checks, and reports, which seem a little meaningless. The illustrations for the other parts of the report seem very helpful, however. Ik Shuman is the Editor of *The Pennsy*. Gustavus E. Payne, manager of publicity for the railroad was good enough to send us a copy of the magazine.

THE SASKATCHEWAN GOVERNMENT INSURANCE OFFICE has sent us several issues of their staff bulletin, *S.G.I. Opener*. Although it is only a single sheet, folded once, the *Opener* is a friendly, useful messenger. Line drawings and snapshots, plus occasional charts liven it. Several enthusiastic references to "curling" make us wish again that we knew about this sport. The first page of one issue carries an article titled "Polish Up Those Phrases". Two columns of phrases common in business letters call attention to "antiquated models" (acknowledge receipt of your letter) and suggest "new spring fashions" (thank you for your letter). Writers are urged to omit many clumsy and unnecessary phrases completely. J. A. Collier, Personnel Director, sent us copies of the bulletin, and we are grateful.

THE CONNECTICUT GENERAL LIFE IN-

SURANCE COMPANY, of Hartford, publishes a four-page, 8½ x 11 digest of current news and comments on employee relations, called *Notes and Quotes*. All the material in this well-organized and readable publication is condensed from other publications. An unusual feature is the offer made by the editors to obtain for the reader complete texts of the digested material. The May issue contains a summary of Dr. Jennings article on conference leading by the "pass method," published in the March *Personnel Journal*. Highlights from an article in *Factory Management and Maintenance* on attitude surveys include four pointers for questionnaires: (1) Use multiple-choice questions; (2) Phrase questions to get honest answers. Be specific as to what you mean. Cut out all words not necessary to the sense of the question. Use single questions. Don't editorialize. Ask questions that are within the employee's direct experience. Avoid leading questions. Provide space for written comments. (3) Ask questions you can act on; (4) Pre-test the questions.

THE CITY GOVERNMENT OF AUSTIN, TEXAS, publishes a neat bulletin of eight unstapled pages, called *Municipal*. The publication is by and for city employees. There are pictures of work in progress as well as of employees. Most of the text is concerned with news from the various city departments, and personal items about employees. It's a good-looking little magazine. The editor is Bess Beeman.

THE FISCHER AND PORTER COMPANY, HATBORO, PA., manufacturers of process control instruments, mail their magazine, *The Newsrator*, to the home of each employee and stockholder, as well as to friends and associates in the community. This wide mailing should pay off in improved public relations for the company, because the magazine is a highly personable representative. Thirty pages, 8½ x 11 in size, the make-up is excellent and the composition

good. A supervisory training course attended by sixty-four supervisors from office and shop, meeting in groups of sixteen, is described in the April issue. Two thirteen-minute sound films were used in the course. In these films the qualities of leadership were brought out in scenes played by plant workers in various plant settings. Helen Malsbury edits *The Newstrator*.

THE CHAMPION PAPER AND FIBRE COMPANY, OF HAMILTON, OHIO, continues to

aid editors of house organs with its publication *Stet*, a monthly service distributed free to company editors. The May issue points out ways in which editors can freshen copy about suggestion systems and awards. Dramatize the system itself. Play up the reactions of the recipient. Try the praise angle. Tie the story into a special date such as the end of the year, or five years of the system. Encourage employees who think their suggestion is too simple to be useful. There are practical ideas in this article.

What's New in Publications

WHAT IS A JOB WORTH? asks a new publication put out by *Canadian Ingersoll-Rand Co., Limited*. The 8½ x 11 booklet of fourteen pages gives a graphic explanation of job-evaluation procedure used by the company. Brief paragraphs are coupled with drawings to make the explanations.

"It is widely known," says the introduction to the booklet, "that job evaluation, when successfully introduced, is of great benefit. It guarantees that the rate of pay for each of the various jobs in the plant is based upon the relative importance of the job and that the wage scale is comparable with rates paid for similar work in the industry and community."

New members of the company are each furnished with a copy of the booklet and foremen welcome a chance to give new workers a copy of their job descriptions and explain the wage scale. The exact procedure for rating jobs is clearly explained. A chart shows how various factors are balanced in actual percentages. Such a clear explanation makes for good employee communications. Understanding of how the wages are determined should also make for good employee relations. This is an effective document.

fortunately they are not usually read with the same interest as school reports. Four recent reports have come across the editor's desk illustrating efforts to make annual business reports interesting and readable as well as informative. One is described in the section on employee magazines. The Pennsylvania Railroad presented its annual report this year to its employees in their own magazine, largely through the medium of pictures.

National Steel Corporation, with executive offices in Pittsburgh, has issued its annual report for 1952 in booklet form. The cover illustration is an oil painting "Tapping the Open Hearth Furnace." A description of this operation is given in the back of the book. The first page of the book is a long folded sheet which opens out to picture an outsize dollar bill, divided into a graph which shows what happened to the income dollar of the company in 1952. A brief summary in chart form of the financial operations for the year follows. A note of explanation to the employees from the chairman includes a pep talk on how to strengthen National's competitive position by making as much prime product as possible, cutting waste, caring for equipment and maintaining the competitive attitude. The final section puts the question, how do we get more jobs, higher wages, greater leisure, and better living?

REMEMBER REPORT CARDS AND THEIR IMPORTANCE in your young life? Well, companies issue report cards, too, but un-

Increased productivity is, naturally, the answer. This is a conventional but handsome booklet.

The annual report of the city manager of Austin, Texas is titled "Play Ball," and compares the work of the city government to the performance of a skilled ball team. "Your city government," says the report, "can be compared to a successful baseball club. It is a closely knit organization of more than 2,000 men and women who work together to provide the services that make the citizen glad he 'came to the ball game' in Austin." The theme is carried out with pictures of baseball players on the cover and at the end of the book. Excellent photographs showing various city employees in action, and different kinds of city services, point up the brief, clear text. Makes Austin sound like a good city to live in.

State Farm Insurance Companies sends out "How We Grew in '52". This is a thirty-page, pocket-size booklet, illustrated with pen-and-ink drawings. As is indicated by the title, this is less a financial report than a report of progress. There is a good deal more fine print in this booklet than in the other two mentioned. Perhaps fine print is a necessary characteristic of insurance companies!

Motorola as usual takes the prize for a colorful and imaginative annual report. Presented in the form of a fold-up chart pegged on a space-ship flight, the Motorola characters, Johnny, Mary and Prof. Sharin, tell the story of the year's work. A movable disk gives a month by month report of accomplishments on one side and an interesting collection of statements about unique features of the company on the other. It's a pretty safe bet that few employees receiving the report can resist giving the disk a twirl. Explaining the lively comic-book characters to their children will ensure wide-spread employee readership, if nothing else does.

A SERIES OF MANAGEMENT REPORTS is published by the *Research Division, California Management Association*. Recent titles include, "Management Initiative in Labor Relations," by Eugene J. Lyons, Vice President, Personnel, Merck and Co., Inc.; "Productivity in the Salaried Organization," by Merle C. Hale, Director, Salaried Personnel Activity, General Motors Corporation; "How to Improve Productivity Through Better Selection," by Robert N. McMurry, Partner, Robert N. McMurry and Co.; "The Company Personnel Program Today," by R. F. Ahrens, Vice President, Personnel, United Air Lines; "Trends in Fringe Benefits," by Richard P. Doherty, Director, Employee-Employer Relations Department, National Association of Radio and Television Broadcasters; "Why Take An Opinion Poll?" by A. J. Alstrom, Standard Oil Company of California; "Today's Challenge to the Administrator," by Joseph D. Stockton, Assistant Vice President, American Telephone and Telegraph Company. These reports are available from the Research Division, California Personnel Management Association, Fifth Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley 4, California.

A PERSONNEL REPORT SERIES issued by the *Civil Service Assembly* includes two new studies, "Getting Dividends from Personnel Administration," by Wallace S. Sayre, Austin J. Robin, and James P. Mitchell; and "A Selected List of Films for Public Employee Training." In the first booklet, No. 532 in the series, a political scientist, a public administrator, and a businessman write about the goals of personnel administration. Neither public nor private management, they say, can successfully implement a personnel program without the guidance and cooperation of the personnel department. Personnel officials must avoid getting submerged in the purely procedural aspects of their jobs. *Where you*

are going, and *why*, is at least as important as *how*. The second report No. 533 tells how to use visual aids, describes personnel techniques, and public relations. Types of training films listed are clerical, supervision, police, fire and safety. Reports may be had for \$2.00 each from the Civil Service Assembly, 1313 East 60th St., Chicago 37, Illinois.

A RESEARCH REPORT titled "A Company Guide to Effective Stockholder Relations," has been published by the *American Management Association*. The Guide was edited by Elizabeth Marting in collaboration with John F. Childs and Marjorie H. Cruthers. It is a concise manual of objectives and methods for ensuring a flow of accurate, complete company information to the financial community and the investing public. The sixty-page booklet is priced at \$2.00 and obtainable from the American Management Association, 330 West 42nd St., New York City.

FEDERAL WHITE-COLLAR WORKERS, THEIR OCCUPATIONS AND SALARIES is the subject of the new bulletin published by the *United States Department of Labor* in cooperation with the *United States Civil Service Commission*. According to the bulletin, workers in more than 450 different administrative, professional and clerical occupations are employed by the Federal Government. The largest single group when the study was made in 1951 was clerk-typist, with about 111,000 workers. On the other hand, some job classifications—including zoology, ethnology, meat technology and traffic engineering—had fewer than 25 persons each. White-collar workers, who numbered about 900,000, were employed in all parts of the continental United States; only about one-fifth were stationed in Washington D. C. The Department of Defense and the Veterans Administration employed the most workers.

A SET OF PRINCIPLES WHICH SHOULD BE RECOGNIZED AND WOVEN INTO ANY EFFECTIVE GRIEVANCE PROCEDURE is outlined in *Effective Procedures for the Handling of Employee Grievance*, by Louis J. Van Mol. The report has been published by the Civil Service Assembly. Mr. Van Mol is Assistant Director of Personnel, Tennessee Valley Authority. The TVA has a four-step grievance procedure: (1) Discussion with the immediate supervisor; (2) Formal appeal to the division head; (3) Appeal to the Director of Personnel; (4) Appeal to an outside referee. Not only does TVA management make every effort to settle formal grievances at the first step; it also tries to prevent grievances through a union-management cooperative program in which representatives of employees and management sit down to discuss and shape policy. According to the author, "Grievance procedures need to be tailored to fit the situation to which they apply." Although grievance adjustment machinery has been widely used in government and industry, both employees and management have criticized many of the programs . . . and for much the same reasons. They are over-complicated and take too much time; they are loaded in favor of the employee, in favor of the supervisor.

Mr. Van Mol's discussion emphasizes the goals of grievance procedure. He provides the kind of background and insight which enables the reader to devise procedures that will work in his own organization. He concludes that "Grievance adjustment procedures are effective only to the extent to which employees and management have confidence in them and only to the extent that sincere efforts are made to adjust the difference." There are plentiful footnotes, and an excellent list of selected references. The publication is available for \$2.00 from the Civil Service Assembly, 1313 East 60th Street, Chicago 37, Illinois.

SITUATIONS WANTED

PERSONNEL DIRECTOR: Over 15 years experience in all phases of office and factory personnel administration—recruitment, testing, negotiations, job evaluation, safety, training. Now have over-all responsibility in plant of 2,000. Age 41, married, children, degree, \$10,000 per year. Midwest preferred but not essential. Reply Box 230.

TRAINING DIRECTOR OR ASSISTANT: Wharton School graduate. Experienced in planning and organizing training programs. Experienced in Executive Development and Foreman Training teaching and development. Rounded background includes proven results in sales and personnel administration as well as training. Will relocate. Resume on request. Reply Box 231.

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available September. Resume on request. Reply Box 232.

PERSONNEL WORK: B.A., M.A. (Personnel Administration, Vocational Guidance, Psychology, etc.). Some legal education, Recreation specialist. Member N.V.G.A., A.P.G.A. Age 27. Willing to relocate. Veteran. Reply Box 234.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 235.

PERSONNEL DIRECTOR: 3-1/2 years extensive experience in Personnel and Public Relations of manufacturing plant employing 950 people in small town located in the Mid-South. Seeking increases in opportunities—not salary. M.A. in Personnel Administration. Age 28, Married veteran—available October 1st. Reply Box 237.

PERSONNEL ASSISTANT: AB degree psychology, Princeton; MA degree psychology and personnel management, Columbia. 1-1/2 years in testing, recruitment, personnel records, job classification. Considerable contact work. Navy background in technical electronics. Age 29. Married, 2 children. Prefer northeast. Reply Box 238.

PSYCHOLOGIST: Ph.D., desires executive or personnel position in large Company. Reply Box 243.

TRAINING DIRECTOR: Nine years experience in planning and organizing line and staff programs. Proven results in conference leadership, foreman training, methods improvement, department job and craft training. Married, 2 children, age 34. Desire to locate in East. Résumé on request. Box 244.

PERSONNEL DIRECTOR: 8 years experience in overall personnel administration in non-profit organization of 2200 people. Experience includes employment, salary and wage, training, placement, personnel research and analysis. Constant research and study of all aspects of management and personnel. Age, 34, married, two children. Prefer Mid-west location. Salary dependent upon future and executive program. Reply, Box 245.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

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EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

OCTOBER

- 4-9 Los Angeles, California
Civil Service Assembly. Annual Conference on Public Personnel Administration. Civil Service Assembly, 1313 E. 60th St., Chicago 37, Ill.
- 8-9-10 Seattle, Wash. New Washington Hotel
American Society of Training Directors. 3rd Western Regional Conference. Registration Chairman, 3rd Western Regional Conference, A.S.T.D., 310 Administration Bldg., U. of W., Seattle 7, Wash.
- 18-22 Palm Springs, California. Desert Inn
Merchants & Manufacturers Assn. Personnel Conference. Mr. Charles McKeand, 725 S. Spring Street, Los Angeles 14, Cal.
- 20-21 Berkeley, California. Claremont Hotel
California Personnel Management Association. Pacific Coast Management Conference. Everett Van Every, Farm Credit Bldg., Berkeley 4, Cal.
- 22-23 Austin, Texas. University of Texas
Texas Personnel & Management Association. 15th Annual Conference. Norris A. Hiatt, Executive Secretary, Texas Personnel & Management Assn. University Station, Austin, Texas.
- 22-23 New York, N. Y. Hotel Commodore
Council on Employee Benefit Plans. 7th Annual Conference. A. E. Bosley, Secretary-Treasurer, % The Goodyear Relief Association, Akron 16, Ohio.
- 26-27 Pittsburgh, Pa. William Penn Hotel
National Association of Suggestion Systems. 11th Annual Convention. Mr. H. J. Richey, National Biscuit Company, 449 W. 14th Street, New York 14, N. Y.
- 29-30 New York. Hotel Statler
Society For Advancement of Management. Annual Fall Conference. Headquarters, 74 - 5th Avenue, New York 11, N. Y.

See additional conferences listed on page 177

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Editor to Reader:-

"JUST IN PASSING," SAYS SAM BURK with reference to our piece about him on our inside first cover last May, "it wasn't plaster of paris. It was my wife's mud pack; only in this case the mud happened to be white." I had suggested that when you meet Sam you get him to tell this story on himself, so now you're prepared with the authentic key to the yarn.

ARTICLES ABOUT TRAINING ARE ALWAYS OF INTEREST to *Personnel Journal* readers and in particular the recently completed series by Eugene E. Jennings attracted a great deal of attention. Incidentally, the five consecutive articles are now available in a reprint under one cover and I think many readers are going to want copies, priced at 50¢.

Jack Elliott, general partner of the management consulting firm of George H. Elliott & Company, New York City, says he enjoyed Dr. Jennings' April article on "Attitude Training vs. Technique Training." But, says Jack, "I think perhaps he has the cart before the horse when he says 'proper attitude is basic to understanding human behavior'.

"Attitude," says Jack, "is only sensed, let alone measured, by what another person either says or does. What he says or does, in turn, is based on his understanding of a situation. Therefore, perhaps what Dr. Jennings should have said is that understanding human behavior is basic to proper attitude—attitude being merely the overt manifestation, so to speak, of understanding."

Jack passed along an adage he made up, paraphrasing the old saying "Sow a thought, reap a deed; sow a deed, reap a habit; sow a habit, reap a destiny." He suggests modernizing it like this: "Sow a reaction, reap an attitude; sow an attitude,

reap a personality; sow a personality, reap a destiny."

Don McCance, Training Supervisor for Monsanto Chemical Company, St. Louis, found the same Jennings article not only interesting but immediately useful. Don was in the midst of a 9-month training program for eighty-five first-line supervisors. He'd just come to the point where he wanted to "pin-point attitude as it affects the foreman in relation to his job, the workers, and to other supervisory levels." Right then he received the April PJ with the Jennings piece on attitude vs. technique training, and "based the entire phase of attitude training on that article."

"THE IMPORTANCE OF BEING HUMAN" was the subject of a talk by Walter H. Wheeler at the annual Personnel Conference put on at Yale at the end of March. Mr. Wheeler heads Pitney-Bowes, Inc. of Stamford, Conn.

"Being human" may connote quite different things to different people. Traits covered by the expression might include friendly approachability, sympathetic understanding, humility, fairness, regard for others' feelings and almost every other virtue. That it may also cover a multitude of sins is suggested by another phrase, "it's only human".

To the personnel man there's surely nothing more important than being human in the good sense. The man who by "legitimate" means can get in with employees and win their liking, respect and confidence will accomplish more for his company in a year than the "un-human" individual could in a lifetime.

The personnel man must be human himself for the very reason that there is nothing the average worker needs more than to be considered and treated, by those in

authority over him, as another individual human being.

It isn't always easy to be human, and to treat others as fellow humans. The art consists chiefly in having the golden rule in our hearts and sincerely following it.

EDWARD L. RYERSON, FORMER CHAIRMAN OF INLAND STEEL COMPANY, believes that directors of the company should be retired at the next annual meeting after they reach the age of 72. He himself gave up chairmanship of both the steel company and a subsidiary, and refused reelection as a director of Northern Trust Company, Chicago, at 66. His views were reported in *Business Week*.

This movement, if it can be called a movement, is in the right direction. If a company has a retirement plan covering employees in general, shouldn't it be applicable not only to directors but, without exception, to every company executive all the way up the line to the president himself? In fact, it seems to me more important that executives be retired at a stipulated age than that wage earners should. Hardly anything is more disturbing and more destructive of a staff's morale than uncertainty as to when old John Bottleneck is going to get out and give someone else a chance.

Let us suppose that here is a capable young fellow who has come up fast. Finally it is generally recognized that he is actually doing more work, better work and more important work than men a notch or two ahead of him who are making a good deal more money. You can imagine his frustration as he looks to his future. Old Bottleneck is healthy, may live for years. The company retirement rules are non-mandatory; Bottleneck may be there until he's 80. Can you blame our rising youngster if he starts actively looking around for another berth? If he finds it, the company will have lost a good man into whose training thousands of dollars have been sunk . . . and

will remain saddled with an oldster who no longer has too much on the ball.

Some companies not only require withdrawal of high officers under their retirement plans, but of outside and inside directors as well. Chicago's Harris Trust & Savings Bank gives the heave-ho to "inside" directors at 66; to "outside" directors at 70.

THE UNION LEADER HAS A TOUGH JOB at best. He must not only be able and well-informed and be a good bargainer, but he must also understand people, what they think and how they are likely to act in a given situation. Putting it otherwise, the union leader also has to be a good politician.

In the face of this kind of job requirement, it is not surprising that some union leaders are a little hard to pin down. I was interested in the big strike that G.E. had in Syracuse during the late spring and early summer, affecting about 7,000 employees. Of this strike, the *Syracuse Post-Standard* had this comment after it was over:

"The workers gained absolutely nothing. Their pay schedule is the same as it was before the strike. . . . The long and costly strike represented a crushing defeat for the union leaders and for the rank and file. . . . It was a fearful loss for the community, which lost more than four million dollars in buying power. . . . It was a tragically unnecessary strike called by irresponsible leaders. . . ."

However, the C.I.O.-I.U.E. put a different face on it. The weekly *C.I.O. News*, right after the strike, reported the outcome under a 3-column heading, "I.U.E. blocks G.E. strike-breaking as Syracuse walkout settled." They went on to say, "Some seven thousand members of I.U.E.-C.I.O. Local 320 returned to work at G.E.'s Syracuse plant after a membership meeting unanimously ratified an agreement which provides a 4.5¢ increase in the automatic

progression schedule and other major improvements." Further reading of the article discloses no important claims, although it gives the general impression that the union won a striking victory.

One of the other Syracuse papers had this to say: "The issues in this strike are obscure and even trivial. Of literally hundreds of G.E. people interviewed by this paper over the week, only a handful could even begin to explain the issues. . . . There is a feeling in the community that the local leadership of the union got itself out on a limb as part of a national pattern which failed to materialize, and has never found a satisfactory way of climbing back from it. The only 'vote' which has ever been taken is highly suspect. . . . More recently, the union's own picket lines have had to be implemented by dozens or hundreds of non G.E. employees. . . ."

Unions are useful and in many situations necessary to protect the workers. Consequently, union leadership is of critical importance. It seems to have been lacking in this instance. Serious mistakes by management leadership often result in bankruptcy. Who pays the bill for failures of union leadership?

THE AVERAGE PERSONNEL MANAGER spends 60% of his time in his own department, 35% in the plant or in other offices, and 5% outside the plant.

A while back I suggested that it would be interesting to have some blow-by-blow accounts of how personnel directors put in their time. I anticipated that someone might come up with one of these "a-personnel-man-has-nothing-to-do . . . except" things, followed by a list of activities that would drive any sane man crazy. But Walter Mason of Arthur G. McKee & Company, Cleveland, sends me something better. It's a survey made about a year ago by J. W. Vanden Bosch, secretary of the Cleveland Industrial Relations Association. Walt says

the figures represent an average week for a group of Cleveland personnel and industrial relations people. Here they are:

Personnel Transactions (hires, separations, transfers, etc.)	18%
Union Matters (formal or informal) . . .	12%
Personnel Department Operations (reports, records, correspondence, etc.)	11%
Employee Counseling (personal and job matters)	8%
Employee Activities (recreation, mutual benefit, etc.)	6%
Training	6%
Cafeteria, plant protection, dispensary, etc.	4%
Wage and Salary Administration	4%
Safety	3%
Forward Planning Personnel Program (reading, research, conferring with executives, etc.)	12%
Promoting and activating the Personnel Program (preparing material, meetings, selling supervision, etc.)	11%
Other (outside committee work, etc.) .	5%

"I wonder," says Walt, "how these figures compare with those from other sections of the country." So do we.

CALIFORNIA FRIENDS MAY EXPECT ME IN October, as has been the case for several years past. I look forward to a week or two in California every year at this time. For me, it is California at its best. I will do a little visiting around before going to Palm Springs October 18-22, where I look forward to the usual stimulating and well managed conference. It is one of the best in the country. At any rate, it is my favorite.

Ned Hay

Wage spread between high and low paid jobs in one plant plunged from 231% to 202% in two years: in another, from 181% to 144% in six years. Shrinking wage spreads have serious consequences both for companies and workers. This thoughtful analysis suggests the advisability of studying your own wage structure—by itself and in reference to that of other companies with whom you may be competing for workers.

Results of Across-the-Board Wage Increases

BY A. BARRY FEIDEN, Assistant Labor Relations Director
Collins Radio Company, Cedar Rapids, Iowa

IN recent years an important trend in labor-management negotiations has been the growth of across-the-board wage increases. Over a period of time the effect of this type increase has been to alter greatly the whole wage structure of many plants and to create new problems which have far-reaching effects.

The pressure for across-the-board increases developed with the growth of industrial unions in the early 1930s. Prior to that time, the craft unions, representing the skilled trades, were the major bargaining units. Percentage wage increases benefitted the skilled trades and, in general, were the rule.

The majority of the voting power in an industrial union, on the other hand, is vested in the lowest paid workers. They are the ones who benefit most from across-the-board wage increases. In entering negotiations today, pressure for this type of increase is usually exerted on both the company and the union.

WAGE SPREAD SHRANK CONSIDERABLY IN SEVEN YEARS

Let us consider the changes in wage spread between the highest- and lowest-paid jobs in four plants in a single community during a period of seven years, 1945 through 1951.

At the start of the period, Plant A had a wage spread of 231%. The other three plants showed spreads of slightly more than 180%.

The spread of wages in Plant A dropped precipitously from 231% to 202% by

the beginning of 1947. From that low point it rose gradually to 210% by the end of 1950.

The spread of wages in Plants B, C and D was consistently downward during the whole period under consideration. Plants B and C at the beginning of 1946 showed a spread of 181 and 182%, respectively. At the end of 1951 their spreads were 159 and 160%, with Plant C still topping Plant B by a single percentage point.

In Plant D the wage spread in January 1945 was 181%. But by the end of the year the percentage had dropped to 171, or ten points lower than in Plants B and C at the same time. The spread between highest and lowest wages continued to drop in Plant D until the end of 1950, when it levelled out at 144%. During 1951 the spread in Plant D was thus some 15 percentage points below that of Plants B and C.

It should be pointed out that plant A made an attempt, after 1947, to preserve its wage spread and to increase it to previous levels. Plants B and C gave both percentage and across-the-board increases, while plant D gave only across-the-board increases. Average wage rates for all the plants have been consistent, and the levels of skill for the top and bottom jobs are on a par in all cases.

Where a plant, such as plant A, attempts to retain its existing wage spread independent of the wage structures of other plants in the area, a serious discrepancy in wage rates develops. Wage rates in plant A are substantially lower in the unskilled job classifications than are those in plants B, C, and D, but substantially higher in the skilled categories. Plant A has difficulty in hiring new employees in unskilled classifications, while plants B, C, and D have difficulty retaining their skilled mechanics.

HOW THE PLANTS TRIED TO CORRECT INEQUITIES

In a competitive labor market, inequities of this sort necessitate some sort of readjustment. Plant A has partially solved this problem by hiring new employees one wage bracket above the minimum rate set forth in the union contract. The result has been to reduce its effective wage spread considerably.

Plants B, C, and D have partially solved their problem by increasing the percentage of employees who hold jobs in the upper wage brackets. Recent negotiations in the automobile and electrical industries suggest an additional solution. In these industries special rate adjustments have been made for skilled workers.

In each case, the partial solutions which have been found have created as many new problems as they have solved. When unskilled employees are hired above the minimum wage bracket for that classification, the internal consistency of a job evaluation system is imperilled. This also applies when jobs are inflated by excessive use of the upper wage brackets.

Special wage increases given to one segment of the work force of a plant have the obvious effect of antagonizing those employees who do not receive a higher rate. Since a relatively small per cent of the employees in any one plant may be classified as skilled workers, the majority of the employees will feel resentful.

Some of the problems which have resulted from the reduction in wage spread are discussed below.

1. The incentive to study on one's own time is reduced. It should be remembered that in most plants there are at least nine or ten wage brackets between the top and bottom of the wage structure. Normally a person advances one bracket at a time. In plants B, C, and D, a promotion would mean a wage increase of from $4\frac{1}{2}$ per cent to 6%. Even this increase would not be given at one time but would be made in increments over a period ranging up to a year-and-a-half. Under these conditions it is not surprising that few employees are willing to spend their free time obtaining the knowledge requisite for promotion. This has resulted in an increased need for costly on-the-job training.

2. Capable, long-term employees in a highly skilled occupation are earning only 40 to 60% more than unskilled youngsters who left high school to accept their first job. This causes resentment toward both company and union, as well as a feeling of personal inadequacy.

3. The skilled crafts have, in recent years, been breaking away from industrial unions to form their own unions. The major reason is that the industrial unions do not adequately represent them. If the trend toward a smaller wage spread is not reversed, it may be assumed that there will be an increase in the number of unions composed exclusively of skilled craftsmen.

AS NEED INCREASES, WAGES DECREASE PROPORTIONATELY

4. The socio-economic aspect of this problem is that as people grow older and assume more responsibilities, they need a higher income. Present wages do not meet this increased financial responsibility. This has forced many industrial workers to take part-time jobs to supplement their incomes. It is also a factor in the increased pressure exerted by unions to obtain wage increases unrelated to increased productivity or to cost of living.

5. The present wage structure is one of many factors causing high labor turnover. When loss of seniority does not result in a considerable financial sacrifice, individuals tend to be more mobile.

Every company should have a clear understanding of the changes which may have taken place in its wage structure as a result of post-war wage settlements. If changes have occurred, the trend should be projected into the future to determine where it is leading. If the trend is found to be undesirable, a re-evaluation of wage policies is in order.

If study indicates that an increase in the wage spread would be advantageous, the concerted action of all firms competing in a given labor market would be necessary. An educational program might have to be undertaken and union participation would be desirable. Cooperative action would be needed to effect an efficient, workable wage structure.

The employee opinion survey has become a "professional" personnel tool. The authors review several steps in the development, experimental use and validation of the tool. They now show that practically identical results can be secured when the questionnaire is administered by a capable "outsider", directed by mail, as when it is administered by an experienced staff member.

Employee Opinion Survey By Remote Control

BY HERBERT G. HENEMAN, JR. AND DALE YODER
Industrial Relations Center, University of Minnesota

INDUSTRIAL relations literature records many suggestions for improvement of managerial employment policies and practices. Most of them represent rule-of-thumb or experimental adjustments, whose efficacy is a matter of impression or folklore. Only a small proportion has been carefully tested and appraised.

Development of an applied science of manpower management, whose know-how is based on demonstrated results under carefully defined, controlled circumstances, is a major goal of those who seek to advance this important field. It is the goal of practitioners who plan careers in the field. They recognize that future advances in understanding and knowledge can permit a continual extension of professionally tested practices and programs.

Such "professional" or "scientific" methods rely heavily upon objective measurement and purposive analysis, *i.e.*, research. Much of that research must be related to the development and perfection of professional "tools", especially those that permit objective measurement.

OPINION SURVEYS ONE OF PERSONNEL'S PROFESSIONAL TOOLS

Employee opinion surveys represent one of these tools now widely used in current practice. Some of them have been tested extensively. Their appropriate applications—and their limitations and possible side effects—are thoroughly understood. Many other devices have not been subjected to such rigorous examination.

Their implications and limitations may be recognized. Hazards in the careless use of such devices may be significant.

This article reports on another in a continuing series of studies designed to provide such critical checks on the operation of one such tool.¹ It refers to the standardized employee opinion questionnaire developed in the University of Minnesota Industrial Relations Center. That scale is an integral part of the more inclusive Industrial Relations Triple Audit.² A series of experimental and carefully controlled applications of this questionnaire has sought to discover its values and limitations as a measuring instrument. Thus, it has been item-analyzed; reliability coefficients (test-retest) in the 0.90's have been reported.

Means of validating the scale include "depth-interviews" after paper and pencil administration. Several studies of relationships of opinion scores to turnover, absenteeism, and employee characteristics have sought to provide a further check on validity. The correlations of 7 sub-scales have been found to be significant at the one per cent level in experimental administrations in paired firms. It has been found that paper and pencil questionnaires yield results substantially similar to those obtained by oral interview.³

LOCAL HELPER, INSTRUCTED BY MAIL, ADMINISTERED QUESTIONNAIRE

A carefully planned study has shown that there is no significant difference in average response to the items when questionnaires are signed, from average responses on unsigned questionnaires, if—and this may be a definitive condition—both types of reply are given directly to the University's Industrial Relations Center, and employees are assured that individual's responses will not be disclosed to or identified for the representative of the employer. Significant differences in response in this study of signed and unsigned questionnaires were obtained on only two of sixty-five *individual* questions.⁴ It may be highly important, however, that, as the authors reported, "the questionnaires were administered by the staff of a university organization. . . ."⁵

The phase of further checking to be reported here sought an answer to the question: can the specific results obtained by scale administration by Industrial Relations

¹ The assistance of Professor Duane McCracken and the Mankato (Minn.) State Teachers College in this cooperative research undertaking is gratefully acknowledged. Field work in this study was under the supervision of Harland Fox and Mrs. Adele Hellweg of the Center staff.

² See Dale Yoder, Herbert G. Heneman, Jr., and Earl F. Cheit, "The Triple Audit of Industrial Relations", University of Minnesota Industrial Relations Center, *Bulletin* 11, 1951. The basic employee opinion scale is shown, pp. 66-72.

³ *Ibid.*, p. 18.

⁴ La Verne Hamel and Hans G. Reif, "Should Attitude Questionnaires be signed?" *Personnel Psychology*, Vol. 5, No. 2, Summer 1952, pp. 87-92.

⁵ *Ibid.*, p. 91.

⁶ Earlier Industrial Relations Center studies have shown that similar results may be obtained whether samples of employees, or the entire staff, are tested. In the present case, to be doubly sure that there would be no sampling errors, all employees (a 100% sample) were tested.

⁷ Tests of statistical significance of differences are clearly inappropriate in view of the close similarity of results.

Center representatives be secured without their physical presence in the actual administration? The study sought, in other words, to check on the possibility of reducing costs of administration and extending the geographic area in which such applications are feasible by arranging for administrations in the absence of resident Industrial Relations Center staff members.

To discover the effects of such "absentee administration", an experiment was designed in which employees in a firm at some distance were divided into two comparable groups. One group was given the usual staff administration of the scale. The other group, at approximately the same time, answered the questions under the direction of a local educator.

In December of 1952, a total of 246 employees of a food processing concern's home office and nearby plant were tested using the Triple Audit Employee Opinion Questionnaire.⁶ They were divided into two groups of 123 employees each. One group was tested by the Industrial Relations Center staff using customary procedures. The other group was tested by "remote control". In Industrial Relations Center shop-jargon, this was called the "mail-order" sample.

A college professor from a nearby college was provided detailed instructions for administration by mail. Although he is and was known to members of our staff, he received no additional oral instructions or guidance and had no similar experience. He introduced himself, describing his academic connection and stressing the fact that in his present assignment he was acting as a staff representative for the University of Minnesota Industrial Relations Center. He collected completed questionnaires and forwarded them to the Industrial Relations Center for scoring and analysis.

TABLE I
ITEM MEAN SCORES ON TOTAL OPINION QUESTIONNAIRE AND SUB-SCALES FOR SUPERVISORS AND NON-SUPERVISORS OF "FIRM MTA-1" AND "FIRM L"

Sub-Scale.....	Item Mean Scores*					
	Supervisors		Non-Supervisors		Total	
	MTA-1	L	MTA-1	L	MTA-1	L
	N=43	N=39	N=80	N=84	N=123	N=123
Working Conditions.....	3.0	3.0	2.6	2.5	2.7	2.7
Company.....	2.9	2.9	2.4	2.4	2.6	2.6
Hours and Pay.....	3.0	2.9	2.4	2.4	2.6	2.5
Co-Workers.....	3.0	3.0	2.8	2.8	2.8	2.8
Type of Work.....	3.1	3.1	2.8	2.8	2.9	2.9
Supervision.....	3.0	2.9	2.7	2.8	2.8	2.8
Communications.....	2.8	2.6	2.4	2.4	2.5	2.5
Sum (by-item score for total questionnaire).....	3.0	2.9	2.6	2.6	2.7	2.7

* Attitudes in terms of numerical scores are: 0 = very poor, 1 = poor, 2 = fair, 3 = good, 4 = excellent.

Results of the two administrations are shown in Table 1. The columns headed "MTA" are results for the "mail order" or remote control sample. The columns headed "L" are the results from the resident university research team administration. It is readily apparent that the results are almost identical.⁷

Several implications of findings in this study for employee opinion research methodology and for practice in the employment relations field may be noted. University research groups can, if this experiment is representative, arrange administrations of this device with assurance in areas not readily accessible to local staff. Through a deputy, the procedure can be expected to produce findings strictly comparable to those in which resident staff members conduct the administration. This modification can greatly reduce costs of such administration. At the same time, it can facilitate the compilation of data from ever-widening geographic areas and more numerous industry groups. From this extension can come more refined and meaningful norms and added opportunities to compare and relate employee reactions and such other conditions as managerial programs, policies and practices, and economic considerations.

About the Authors

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Herbert G. Heneman, Jr. is Assistant Director and Research Associate of the Industrial Relations Center at the University of Minnesota. He is the author of a number of studies published by the Center and of numerous articles, bulletins and books. He was educated at the University of Minnesota and served in the Navy in the last war.

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Theodore A. Toedt, since 1948 except for a period of service in World War II, has been Instructor in Management at the University of Connecticut, Department of Industrial Administration. He is also Assistant Coordinator of the University's Quality Control Institute, and Assistant Adjutant General of the 43rd Infantry Division, National Guard. He has degrees (M.B.A. and B.B.A.) from the University of Maryland and the Clarkson College of Technology, having majored in Industrial Relations and Industrial Management.

Edward Di Roma has been a professional reference librarian for nine years, working in the economics and business division of one of the country's largest public libraries. He now specializes in labor and industrial relations literature.

Absenteeism in general, and especially oft-repeated absence of individuals, is among the most aggravating, costly and hard-to-handle personnel problems. The author cites factors that have been taken into consideration by arbitrators when deciding whether discharge of union members on account of excessive absenteeism was justified in particular instances.

Discharge for Absenteeism Under Union Contracts

BY EILEEN AHERN

Loss of production because employees fail to report for work when scheduled is a costly item in many plants. In offices it may not be so evident, but is almost equally serious. Absenteeism may be a persistent, recurring problem. It does not automatically decrease in periods when applicants are more plentiful than jobs, for it is a symptom of personal maladjustment or of difficult working conditions.

While there is much that management can do to improve matters, the time may come when discharge of an employee seems necessary. How does discharge for absenteeism hold up in arbitration? In the absence of a specific company rule, is this offense likely to be interpreted as "just cause" for discharge? Examination of a long line of arbitration awards shows some fairly well-formulated principles being applied by arbitrators on this issue. Under certain conditions, the discharge is almost certain to be upheld; under others, not.

EFFECT OF ABSENCE A PRIME CONSIDERATION

Disciplinary layoff or lighter penalty has been held sufficient for employee absence, but the ultimate penalty of discharge is implicit, and arbitrators have upheld such a penalty, if the absence is excessive. The reasoning behind this principle is well expressed by an arbitrator in the following opinion:

"The profitable operation of a plant and the consequent economic well being of the employees of that plant depend on the regular attendance of employees. A plant cannot operate without assurance that its employees will come to work. The disruption of work schedules because of the necessity of replacement of the absent worker places a serious burden on the company in planning its production. The employer should be under no obligation to

retain an employee who is so habitually ill or suffering from injury as to make his services of little value to the company." 15 LA 593.¹

In another case, the union claimed the employee's absence did not *significantly* handicap the company's operation. The arbitrator did not accept this argument as pertinent, and held to the principle expressed in the case just quoted:

"The company schedules operations and it is not for individual employees to decide that they are or are not needed in the plant. Each worker scheduled to work on a given day has the obligation to make every reasonable effort to meet the company's desire to have him on his job. Even though it were a fact that an employee is not needed on a given day, so long as the company wants him present and stands ready to pay him, it is his responsibility to use every reasonable effort to be at work. The fact that the plant is not seriously handicapped by his absence gives him no right and privilege of absenting himself." 16 LA 474.¹

REASONS FOR ABSENCE IMMATERIAL

Excessive absence may be grounds for discharge, no matter how good the reason for the absence. Arbitrators figure this way: Fellow employees' economic welfare, as well as that of the company management and stockholders, is jeopardized by excessive absence. Management has the obligation to protect the positions, wages, and regularity of employment of the majority of employees, and to insure the productivity of the business.

An employee was absent 29 days in less than 7 months. Said the arbitrator:

"There is no provision under the contract, or under the company rules, that the company has to keep an employee who is absent for excessive amounts of time, regardless of whether the absence was caused by illness or some other reason."

An arbitrator upheld the discharge of an employee who had been absent about 14 weeks out of 6 months. In his opinion he commented:

"... while genuine illness justifies occasional absence, where an employee is so habitually ill or suffers from injury as to make his services of no value to the company, the company is under no obligation to retain him. No plant can operate profitably unless it can count upon fairly regular attendance of employees. Any situation which results in or tends toward unprofitable operations is against the best interests not only of the company but of the employees themselves. Employees who attend regularly have their prospect of profitable employment benefited by such conditions."

WHEN IS ABSENCE EXCESSIVE?

It is well established that absence may be cause for discharge but the \$64 question is, what will an arbitrator regard as excessive absence? The cases that reach arbitration often have absurdly high absence rates. They should not be taken as a standard. Indeed, where management has permitted an employee's absence rate to soar sky high, the arbitrator may hold that the employee's absence has been condoned by management.

¹ References are to arbitration cases published by the Bureau of National Affairs, Washington, D. C.

Although one or more long periods of absence may be regarded as excessive, companies are ordinarily more concerned with the employee who is *habitually* absent. Such a person may have numerous one-day absences as well as absences that last longer.

The company may present in evidence, or the arbitrator may ask for, the following facts: (1) *How* absent has this employee been? What is the number and duration of his absences? Over how long a period? (2) What is the over-all rate of absenteeism in the company? What has the company regarded in the past as excessive absence? What is the absence record of the employees having the most absences?

The company may have to define what it means by 'absence.' The Bureau of Labor Statistics has defined it this way: Absenteeism is the failure of workers to report on the job when they are scheduled to work. An employee is to be considered scheduled to work when the employer has work available and the employee is aware of it and when the employer has no reason to expect, well in advance, that the employee will not be available at the specified time.

The arbitrator will seek to know if management has some standard that it has consistently and fairly applied in judging what amount of absence is excessive. A mere statistical standard is not alone convincing, however, since absence must be judged in each individual's own circumstances to merit a penalty such as discharge. The following comment of one arbitrator is in point:

"Under contract permitting discharge for proper cause, discharge of two employees because they were absent more than any other employees during last fifteen months was improper. The formula devised by management in its effort to correct general problem of absenteeism was to select two employees with most absence and discharge them regardless of reasons. This ignores the fact that *propriety of discharge must be considered in the light of the individual employee's own situation and merits.*" 12 LA 935.¹

In passing, the following also might be worth mention:

"Rules unilaterally established by company providing for suspension and discharge of employees who accumulate specified number of absences, regardless of circumstances, are invalid because in conflict with contract clauses permitting discharge only for just cause and providing for submission of disputes to arbitration. Approval of rule would have effect of changing basis of suspension or discharge from 'just cause' to 'violation of rule' and of rendering grievance machinery meaningless."

FAIR TREATMENT OF ALL EMPLOYEES

One has to balance (1) the way in which all employees with high absence records are treated and (2) the circumstances warranting or not warranting the verdict "excessive" in any particular case. Absence cannot be judged without considering both of these factors, not just the amount of absence.

The strongest defense against discharge for absenteeism is "discrimination" and arbitrators appear to be very vigilant with regard to evidence on this point. The questions always in mind are these "Is the employee's absence the real reason for his

being discharged? Is there evidence that management wants to get rid of him because of personal characteristics or problems that do not affect his job performance? Is there evidence of discrimination because of union activity?"

One arbitrator, whose opinion in a recent case contains a good analysis of the main factors that must be considered in this type of discharge, comments on the use of the grievance machinery:

"It is necessary to consider whether the employee was given full opportunity to have his case reviewed in the light of all the facts and arguments involved, pursuant to the grievance procedure established under the agreement. It is not enough to determine whether the grievance steps were followed in a purely formal or technical sense, but also whether the case was carefully reviewed in a fair and open manner at each step of the procedure." 20 LA 155.¹

THE EMPLOYEE'S RESPONSIBILITY

While the burden of proof in these cases is primarily on the employer, arbitrators by no means overlook the employee's responsibility to correct his high rate of absenteeism. This may require a leave of absence without pay. Upholding the discharge of a chronically ill employee, an arbitrator said such a person should strive to correct his record by: (1) Advising the company of his illness. (2) Showing that he gets regular treatment for it, and (3) Requesting a leave of absence for a period of prolonged absence or where needed for full treatment.

Arbitrators ordinarily take into account, also, what the company has done to help remedy an employee's absenteeism, whether there has been any counselling. There must of course be an expectation of improvement for a company to tolerate a high rate of absence. No arbitrator would expect any management to do so indefinitely.

Personal interviews offer an opportunity to discover whether improper placement or a similar deterrent to job satisfaction is causing a particular employee's absenteeism; information can be given that will lead to a better understanding and acceptance of methods of compensation, promotion opportunities, amounts and quality of work expected, etc., and, in general, an effort can be made to help the employee adjust to his job even when all the conditions are not ideal.

When off-the-job problems are the major contributing factor in an employee's absenteeism, an understanding can often be established in the interview so that the employee assumes responsibility for deciding whether he wants the job enough to achieve a balance between his personal problems and the satisfactions the job can give him. Another approach that involves no trespassing on the employee's privacy is to inquire whether the difficult situation he may be in is one he can reasonably expect to change within a month or other definite period. A leave of absence or other accommodation may be granted, if necessary.

WARNING BEFORE DISCHARGE

Second only to discrimination, the strongest defense against discharge for an offense like absenteeism is failure of management to warn the employee of the consequences of his behavior. You can't just let an employee "hang himself". A severe penalty like discharge must not come as a surprise. One arbitrator said: "It should not serve as a poor substitute for the exercise of more constructive efforts of the company to control absenteeism. And where less drastic penalties might remedy the situation, these should be tried first."

Another arbitrator commented that the employee may have been led into being absent for slight reasons because of the attitude shown this habit by the foreman. And another said: "Employer who has tolerated a certain amount of absence and tardiness in the past has the right to establish more rigid standards for the future but has no right to put the new policy into effect without warning."

It is well not to consider discharge for absenteeism entirely as a *penalty*. It is a penalty of course in those instances where employees stay away from their jobs for no apparent good reason, but the object of discharge, in a case where the employee has good reason to be absent, is not to penalize him or to make him an example to others. The object is good management, for, where there is no reasonable expectation that the employee will be able to report regularly for work, he is really of no value to the company. One arbitrator in a case involving absence due to illness said: "The use of lesser penalties, such as a temporary layoff, would appear impractical in this situation. The purpose of this discharge is not to discipline the employee, but rather to protect the Company and other workers from a situation that is the fault of no one. The admitted warnings are deemed sufficient and the action taken by the company justified."

Conference Calendar (*continued from page 162*)

- 29-30-31 Seattle, Wash. Olympic Hotel
Pacific Northwest Personnel Management Assn. 15th Annual Conference.
 Mr. Earl Johnson, General Chairman, % Frederick & Nelson, Seattle.

NOVEMBER

- 2-6 White Sulphur Springs, West Virginia. The Greenbrier
National Association of Manufacturers. 25th Institute on Industrial Relations. Sybil S. Patterson, Director of Employee Relations Div., N.A.M., 14 W. 49 St., N. Y. 20.
- 12-13 Boston, Mass. Sheraton Plaza Hotel
Council of Profit Sharing Industries. 6th Annual Conference. Roy S. Apple, Public Relations, Council of Profit Sharing Industries, First National Tower, Akron, Ohio
- 19 Pittsburgh, Pa. Hotel Schenley
National Industrial Conference Board. General Session. 247 Park Avenue, New York 17, N. Y.

The purpose of personnel administration is still this: to reach and maintain profitable production. But, whereas management's major attention was once given to tools and processes, it's now focused more on workers as human beings. The author's statement of today's "over-all" and "working" objectives of the personnel department may help your thinking.

The Modern Philosophy of Personnel Administration

BY THEODORE A. TOEDT, Instructor of Management
School of Business Administration, University of Connecticut

To define "the modern philosophy of personnel administration" let us look at component considerations.

First, personnel administration is a function of management, designed to facilitate the effective and economic attainment of production to maintain the competitive and progressive position of a company. *Second*, it is the basis for determining how to handle human aspects of the industrial situation to get maximum cooperation between management and labor. *Finally*, it is a way of thinking which recognizes the importance of the individual. It considers the employee and all his problems as being important not only to himself but to management. *So composed*, it is a philosophy which recognizes, accepts and practices two big ideas—that of the "Golden Rule" and that of "man as a social being".

WHAT'S NEW IS EMPHASIS ON HUMAN RELATIONS

"Old-line management" believed that concentration on the material factors of production was sufficient. In other words, it was chiefly concerned with machines, the production line, the production curve, the total number of hours required to make a given product. It was concerned with men only from the point of view of how many would be needed to produce a given product in a given time. Men, to "old-line management", were material factors.

Today we realize that the achievement of satisfactory production depends upon (1) possession of all the necessary technological skill and "know-how", (2) recog-

nition of the worker as a social being, and (3) possession of skill in handling this human factor. Cooperation between management and labor is a *must* to effective production. Certainly, we cannot hope to achieve cooperation unless both parties know what contributes to it.

It is through the personnel department, applying the modern philosophy, that these factors are made known to line management. The existence of a proper philosophy at all management levels will instill knowledge of these factors in the entire workforce, and should make for constant management-worker awareness. The personnel department and line supervisors, applying the modern philosophy, keep this awareness alive together, they foster proper consideration and use of those factors and their several possible ramifications, at all levels within the company.

This modern philosophy is directed toward reducing areas of conflict between management and labor, and increasing the areas of cooperation. The position taken is that *management policies should be focused on discovering, developing, and using most effectively the abilities of employees*. These policies should be *equally* focused on both the physical and the psychical integrity of the employee; the former by maintenance of decent working conditions, and the latter by maintenance of a pattern of working relationships. These relationships recognize the social importance of the employee and protect him, so far as possible, from frustration on "the job".

OVER-ALL AND "WORKING OBJECTIVES" OF THE MODERN PHILOSOPHY

Now let us consider the objectives of personnel administration in line with this modern philosophy. The over-all objective of personnel administration is to help attain, as effectively and economically as possible, the production necessary to maintain the competitive and continuously profitable position of the company, by obtaining maximum cooperation between management and labor, and by conserving the human factor of production.

Whether attainment of such an over-all objective shall depend primarily upon staff application, direct line supervision, or a combination of the two, depends upon the given situation. However, adherents of this philosophy will realize that the supervisor is, and rightly should be, a most important personnel functionary. It is, after all, the line supervisor with whom the employee has direct and constant contact. It is his conduct, therefore, which largely determines the degree of success in reaching the objective.

Fulfillment of the over-all objective depends upon reaching the *working objectives* of the modern philosophy. These may be stated as follows:

1. To secure a potentially effective workforce.
2. To develop that force, as nearly as possible, to its capacity.
3. To conserve that force both physically and psychically.
4. To compensate that force equitably.

These working objectives are each influenced by and concerned with motivation.

For example, compensation is a motivating factor and is pertinent to each of the objectives. Again, in a free society, whether to work or not work, where to work, whether or not to stay at a given job, are all largely dependent upon motivation.

Experience and the writings of leading industrialists and students indicate that this philosophy requires management to recognize that its personnel policies must be focused upon the basic problem of satisfying the *totality* of employee wants. These wants embrace the total complex of physical, social, and psychical factors which arise as a result of "the job". The degree of satisfaction attainable is a situational matter. Maximum satisfaction should be management's goal, as it will be labor's.

MODERN PHILOSOPHY GREW OUT OF SUCCESSFUL PRACTICE

This is not the traditional attitude which management has taken toward employees. Nor can it be said to be the all-prevailing one in employee relations today, although there is now no personnel policy worthy of the name which does not reflect to some degree the influence of this modern thinking—a thinking that has not been developed in any "ivory tower" but has come out of experimental trial-and-error.

The "rough and ready" discipline of "old-line" administration was not entirely ineffective in securing results, and today's thinking recognizes the need for discipline provided it is rightly conceived and administered. Not all of the cold appraisals of Taylor's "scientific management" were without influence and inefficacious, nor was all of the benevolence of "paternalism" resented and useless. Today's thinking recognizes, as key factors in establishing good personnel administration, the existence and equal importance of both the technical and social aspects in the development of a satisfactory employee, and the fact that the worker appreciates a genuine, realistic interest in himself and his problems. Good personnel administration today is, in reality, a selective utilization of what was good in the past, an endeavor to improve upon it, and a rejection of what was bad.

Where the thinking previously was concerned chiefly with getting the most work for the least cost—either ignoring completely the idea of cooperation or giving it, at best, little consideration—today's philosophy teaches that in order to have a high production at a relatively low cost we must have the *free* cooperation of the employee. Of course, the degree of cooperation attainable at any given time is a relative matter but, as in the case of satisfaction, the goal should be maximum cooperation, not a convenient compromise.

Let us summarize the discussion at this point by saying that the modern philosophy of personnel administration seeks to attain economic and effective production by securing and maintaining maximum cooperation between management and labor, and that all segments of management are responsible for securing and maintaining this cooperation. It is the duty of the personnel department to see that management, from top to bottom, is indoctrinated in this point of view.

Libraries in many cities are now stocked and staffed to serve business needs, sometimes even when the business man doesn't know exactly what he's looking for. The author tells how a library helped end a walkout—and set up a learned gent for a poke to the proboscis.

Public Libraries Offer Help to Personnel Directors

By EDWARD DI ROMA, Librarian

WHY so many industrial relations and personnel people overlook such a rich source of information as the public library has us librarians muttering to ourselves. Especially in these times when labor and personnel problems are growing increasingly complex and more and more facts are required for their solution, this oversight just doesn't make sense.

Of course, we public librarians have been partly to blame in the past. With a few notable exceptions, we did not come to realize until fairly lately that we could render valuable service to business. Not enough of our library buildings were in locations readily accessible to the commercial and industrial community. Further, we did not have enough librarians with backgrounds in business and its components. Naturally this lack of adequate staff was reflected in our book collections. Not having specialists to do the book selecting, we didn't acquire enough books on labor and personnel problems, and those we had weren't always the best in the field.

BUSINESS NEEDS NOW RECOGNIZED BY LIBRARIANS

But most of this has been or is being changed. Today anyone with a problem or an interest in personnel or labor management can step into the library in many cities and get helpful information efficiently and conveniently. We librarians urge both management and labor to take advantage of this service in those libraries where it is offered and to protest its absence where it is not.

Among the increasing number of cities whose libraries provide special service to those interested in industrial relations and personnel management are Newark, the pioneer in library aid to business, Boston, Pittsburgh, Cleveland, Detroit, Denver and Seattle. There is also the New York Public Library, which probably

has more books on labor and management than any other municipal library in the world. Many smaller communities also are giving library service in this field. To mention just a few, there are Akron, Hartford, El Paso and Kalamazoo.

What can a person with an interest or a problem in industrial relations or personnel management expect to find in any of these libraries? To begin with, he will probably find a larger collection of books, pamphlets and other printed matter on these subjects than he or his company has. He also will find professionally-trained librarians eager to help him locate in this mass of material just the publication or publications he wants. If the item is not available, the librarians will ascertain what other library or institution does have it and, if possible, arrange an inter-library loan. Whenever necessary, the librarians will tell where to purchase the book or pamphlet in question. They are especially helpful in tracking down references to government publications and explaining how to obtain them. Anyone familiar with the great number and elusiveness of documents issued by federal, state and municipal agencies will appreciate the value of this aid.

Even if the reader doesn't know what he wants, these libraries can still help him. They will make available to him bibliographies or lists of references to writings relating to his problem. If none exists, they will compile one for him.

THE PROFESSOR WHO LEARNED TOO MUCH FOR HIS OWN GOOD

At least one reader got more material from a public library than was good for him. He was a professor of industrial relations who had been asked to act as impartial chairman in contract negotiations. Not being too familiar with labor problems peculiar to the industry involved, he went to the library for some background information. Before the librarians were through digging up data for him, he was an expert. As a result, he was able to supply the correct fact and cite the source when misstatements subsequently were made around the bargaining table. Though this was done impartially and politely, it so exasperated one of the negotiators who was guilty of some pretty wild exaggerations that, after about the fifth correction, he lost his temper and punched the professor in the nose.

Libraries do a great deal of reference work—that is, looking up specific items of information. Provided it is needed, there is no fact or statistic on labor and personnel management for which they will not make a search. And they come up with what they are looking for almost every time.

For example, a New York company urgently needed the address of a West Coast industrial relations specialist. After consulting their own records and all the pertinent directories at the public library without success, the company was ready to abandon the search. But the librarians were not. They asked for whatever additional information the company might have about the man. It soon came out that in the preceding year he had given his views on some proposed legislation before a Senate or House labor committee. The rest was easy, because the librarians knew that the

record of Congressional hearings—which they keep on file—usually contain a list with full name and address of all persons who testify.

NOON RESEARCH PREPARED PERSONNEL MAN FOR AFTERNOON SESSION

In another instance, a harassed personnel man hurried into a public library one day at noon. His statements on the national and local manpower situation, made at the morning session of an all-day conference, were being challenged. He explained that he ordinarily welcomed questions, but this time the extensive notes on which his report was based had been misplaced. Not only did the library staff help him relocate all the statistics he originally gathered, but they left him time for a sandwich and coffee before the afternoon session of his conference got under way.

On another occasion rapid reference work by a public library helped stop a walkout quickly. A union had pulled its members out of a shop one morning because it disagreed with the management over what was standard practice in the industry concerning rest periods. In desperation, the personnel manager suggested going to a large public library nearby for the facts. The union concurred. Within a few minutes the librarians produced the information from a source accepted as authoritative by both sides, and an hour later the men were back at work.

Extensive research tasks are another matter, however. While hardly any public library is equipped to carry out such projects, almost all extend aid on a consultative and advisory basis. These libraries also welcome the opportunity to give advice and guidance in the organization and operation of company libraries. Some issue periodic booklists and other data about publications in the field. While almost all these libraries prefer to help the reader in person, they give a good deal of service over the telephone and through the mails.

BOOKS

Do Yourself a Favor—*Relax*

By Harrison Terrell

"Relax! You personnel fellows will certainly have to learn to relax. I don't know any job which has so many stresses and strains as a personnel job." So said Ned Hay in a short PJ editorial back in April. "All the up-to-date doctors now know," he added, "that nervous tension is one of the worst diseases of man. The way to lick it is to go after it. Many books tell you how to do this. . . ."

One good book on the subject has just been published by Prentice-Hall, New York City. It's *Relax and Live* (1953, 205 pages, \$3.95) by Joseph A. Kennedy. First words of the text are these: "This book has been written for YOU if . . . you would like to learn the art of living without strain; you would like to meet life without a sense of pressure, hurry and worry; you are perpetually 'all tired out' and don't know why; you do not sleep well; you have lost your zest for living; you feel you are not getting the best out of yourself—physically, mentally, or morally; you have been told to 'relax and take it easy', but haven't discovered how, or feel that circumstances won't permit it." That pretty nearly covers the purposes of relaxation. If there's a personnel man or woman who doesn't fall under at least one of the classifications . . . it would still pay him or her to read the book, so as to be able to counsel less fortunate individuals.

Relaxation is both a physical and a mental state. Having read several authors

on the subject, we are still uncertain which should be tackled first. Probably it doesn't matter much, because one seems to follow the other as naturally as night the day. Mr. Kennedy, who is Assistant Physical-Training Director of the Y.M.C.A. in Atlanta and who has had a great deal of experience in his line, including a spell of working with business executives at Bill Brown's physical training farm at Garri-son, N. Y., emphasizes physical relaxation. He says it's possible even in the dentist's chair.

RELAXATION Is *Not Doing*

Relaxation, says Mr. Kennedy, is not something you *do*; it is something you *don't* do. "Doing requires effort, and effort makes tension. You relax when you stop doing, when you stop making efforts." In five short lines on page 12 he presents "the three physiological switches that turn on relaxation." In the 12-page chapter 2 he gives his formula for passive relaxation. We won't tell you either because, without the amplification that makes up the rest of the book, both the "three switches" and the formula might sound either too simple or too difficult to merit your attention.

The difficulty in our instructor's formula is the time involved. He recommends that we devote an hour a day to passive relaxation—at least at first. And he says it's much better to get the cooperation of another person to read the instructions to

you—in a darkened room—as you practice what he preaches. It's only fair to state, however, that he agrees that fifteen, or even five, minutes a day would be better than none, and that the co-operative reader can be dispensed with if necessary.

Your reviewer can testify that at least some relaxation exercises recommended by this and other writers can quite easily be picked up and practiced to good effect. One is lowering the breathing cycle, which is step two in Mr. Kennedy's formula. This, as you've probably discovered, helps in wooing sleep. One reason is that it's almost impossible to have worrisome thoughts racing around in your head—and at the same time give the necessary thought to breathing placidly and deeply.

Altogether, this is a thoroughly worth-while book for the personnel man's library. A fair percentage of any company's executives need something like it and will borrow it if they know it is available.

RELAXATION IS GOOD MEDICINE

Mr. Kennedy refers to a number of other books touching on relaxation. Among them is *Mind and Body—Psychosomatic Medicine* by Dr. Flanders Dunbar (Random House, New York City, 1947, 263 pages, \$3.50). Dr. Dunbar is quoted to the effect that inability to relax is one of the most widespread illnesses, that most people who have this illness do not realize it until it has been complicated by some "serious" ailment, and that teaching how to relax is one of the most valuable of the psychosomatic techniques. The book reads smoothly, is quite understandable to the lay reader, and, filled with interesting case histories, holds the attention throughout. Chapter 11 on "Mental Indigestion" discusses ulcer as an occupational disease. It tells what produces ulcers, which now afflict almost as many women as men. This, and chapter 13 on diabetes, would certainly be interesting and useful to many business people.

FOR THOSE WHO WORRY

Another book that's highly spoken of by Mr. Kennedy is *In the Name of Common Sense—Worry and Its Control* by Matthew N. Chappell, who is associated with The Psychological Corporation. The Macmillan book of 172 pages, selling at \$2.75, was brought out first in 1938 for use of medical men. In the revised second edition, dated 1950, three chapters were added and certain other changes were made to make the book more readable and useful to the expert, but non-professional, worrier. Worry certainly goes along with tension—whether as cause, or effect, or both—and this book may be as helpful to some people who need to relax as books dealing more specifically with relaxation.

Another excellent book on the subject is *Release from Nervous Tension* by Dr. David Harold Fink (Simon and Schuster, New York City, 1943, 232 pages). Dr. Fink outlined practically the same procedure, step by step, as Mr. Kennedy advocated ten years later. Physical format and typography of this war-time book are less attractive than in the Kennedy volume.

The New Way to Relax by Karin Roon (Graystone Press, New York City, 1949, 298) is good but, in our estimation, will not appeal to the personnel office as much as other books on the subject. For one thing, it is addressed mainly to women. For another, it is long and perhaps a bit less "human" in its presentation.

No discussion of relaxation would be complete without at least a mention of such popular books as Norman Vincent Peale's *The Power of Positive Thinking* (Prentice-Hall, New York City, 1952, 276 pages). Dr. Peale deals with relaxation as a thing of the spirit, of mental health and balance. If memory serves, he makes no mention of muscular relaxation, but assumes that bodily health goes along with mental health and prefers to start with the latter.

Other Recent Books

TECHNIQUES OF SUCCESSFUL FOREMANSHIP—*A Guide to Effective Foremanship Training.* By Eugene E. Jennings. University of Wisconsin, Madison, 1953. 41 pages. \$1.15.

Four chapters of this report deal with four considerations having to do with foremanship. First, the workers' viewpoint; 1682 workers under 52 foremen told (a) what items best described their foremen, (b) what items are more desirable of foremen. Second, the foremen's viewpoint; (a) what items best described themselves, (b) what items are most desirable of foremen. Third, satisfied vs. dissatisfied workers' viewpoints. Fourth, management's viewpoint. The four chapters are followed by the author's summary and conclusion.

Those who have been following Dr. Jennings' articles in this magazine do not need assurance as to the usefulness of this report. It is enough to say that it too gets right down to bed-rock. Few writers, in dealing with training methods, more effectively employ imagination and experiment in combination with scientific procedure.

H. M. T.

REACHING OUT IN MANAGEMENT. By William B. Given, Jr. Harper and Brothers, New York, 1953, 175 pages. \$2.50.

This book constitutes a timely protest against over-specialization in management. It is, as well, a practical guide for the development of executives. Reference has frequently been made in these pages to courses, conferences, books, and articles dealing with finding and developing management people. Here is the outline of a broad policy that should guarantee plenty of material for high positions from within company ranks. The idea of "reaching out" further provides extra incentive for all members of any staff.

"Reaching out" as defined by Mr. Given includes freedom within management, personal fulfillment through enlightened self interest; emphasis on ideas and de-emphasis of rank. "What we in our company are advocating and trying to put into practice," says Mr. Given, "is an overthrowing of these restrictive influences (specialization) and a return to natural instincts. It requires constant all-out effort to discredit the deep-rooted theories of soloism and specialism and to sell a conviction of the importance of being an all-round player on the team."

The book is non-technical, and contains many practical illustrations and suggestions. It is divided into four parts; principles of reaching out, reaching out to help people, some specific problems and opportunities in reaching out, and reaching out in the community.

Mr. Given is Chairman of the Board of the American Brake Shoe Company.

D. B.

THE YOUNG WOMAN IN BUSINESS. By Beth Bailey McLean. The Iowa State College Press, Ames, Iowa, 1953. 266 pages. \$3.95.

Here is a book that guides a girl all the way from high school or college right up to an executive position. It starts with the question, "What's a good place to work?", suggests self-analysis, tells how to conduct herself in an application interview and in her first days and weeks on the job. The assumption toward the end is that the young woman has reached a fairly high level, and she is told how to "travel like an expert", how to make herself a good speaker, how to advance her career by the development of many good traits and practices.

It seems probable that a number of

women in almost every organization would enjoy and profit from this book if made available to them and called to their attention. Not every girl who takes a job is a potential career woman; more of them might so develop if they were given an early appreciation of the real satisfactions and attractive possibilities to be won. By the way—why not a companion book for young

men? Who could do it better than a personnel man?

Mrs. McLean is the "Martha Logan" who is home economist for Swift & Company and who supervises quite a staff. Her book is a beautiful production physically—excellent make-up, typography, line drawings.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

A Note on Techniques in the Investigation of Accident-Prone Behavior. By Lawrence L. LeShan, Roosevelt College, and Jim B. Brame, University of Houston. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 79-81.

The authors feel that a great many of the published studies of accident prone behavior have lost some of their potential value because of a lack of clarity concerning the special problems which exist in this field.

An accident prone group is sometimes selected for study by using interviews or questionnaires. Accident prones have a strong tendency to "forget" accidents. A number of interesting examples are given to illustrate this tendency. If a group is to be selected in this way it is necessary to check the information given by questioning the subject on a year-by-year basis. The psychological atmosphere of the interview must be such as to enlist the cooperation of the subject and keep him from feeling defensive. It is essential to gather data on control groups in the same way as on groups of accident repeaters. A researcher may well be surprised at the large number of accidents which will be brought to light in the general run of the population by careful probing.

An accident prone group may be selected from the data of the safety departments of police or insurance firms. The authors point out certain dangers in this method, and think that it is particularly dubious procedure for selecting control groups. It may be unwise to use as controls only individuals with low accident rates. This may be a special group with different characteristics than are found in the normal population. Controls should be taken from the center of the accident curve rather than from the lower extremity.

In addition to the difficulties in finding the accident-rate of an individual, there are problems in defining an accident. A good research design must take account of both the accident liability of the environment and the liability of the individual.

Fakability of the Jurgensen Classification Inventory. By H. P. Longstaff, University of Minnesota, and C. E. Jurgensen, Minneapolis Gas Company. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, 86-89.

Two groups of students in personnel psychology at the University of Minnesota took part in this study of the fakability of responses on this personality inventory. Each student in the first group took the

Jurgensen Classification Inventory under three sets of conditions: (1) honest, (2) fake "good" over-all, and (3) fake "high self-confidence." It was found that students significantly increased their scores in self-confidence when they attempted to do so, the increase averaging approximately one sigma. This increase is both statistically and practically significant.

The second group was asked to imagine that each one was in an industrial situation applying for a job that he very much wanted. The second time these same individuals took the Classification Inventory, each one was supposed to imagine that he was in a vocational guidance situation seeking advice about the type of work that he could do best. The authors conclude that faking is possible and probably occurs when the instrument is used for employee selection purposes.

The Classification Inventory is not recommended for use in situations where persons are likely to be motivated to obtain good scores. Since it is impossible to imagine a situation where an individual would be more highly motivated than when he is seeking a job that he very much needs, this recommendation would seem to rule out the use of almost any personality inventory with applicants for employment.

Selection Tests for Women Packers. By E. A. Bodley, Parke, Davis & Company, Ltd., Sydney. *Bulletin of Industrial Psychology and Personnel Practice* (Australia) Vol. IX, No. 1, March 1953, 24-32.

The aim of this study was to validate tests for the selection of women manual workers for the Finishing department of Parke, Davis & Company's Sydney laboratories. A job analysis indicated that manual dexterity seemed to be the chief factor involved, with emphasis on quick and efficient hand and wrist movements. The following four tests were selected for the study:

Minnesota Rate of Manipulation
Spinning Board Test

O'Connor Finger Dexterity Test
Minnesota Paper Form Board Test.

The test group consisted of 43 women finishers. Attendance for testing was voluntary, but no employee refused to do the tests, and all were interested, anxious to help, and seemed to enjoy doing the tests. The criterion score was a carefully done composite rating by three supervisors.

Correlations of the tests with the ratings showed the Minnesota Rate of Manipulation test to be the best predictor, the O'Connor and Spinning Board Tests to be good predictors, and the Paper Form Board Test a poor predictor. Combining the O'Connor and Spinning Board Tests with the Minnesota did not improve the prediction obtained by use of the Minnesota Test alone. The Minnesota test was therefore chosen for use in selection and critical scores, and the percentage of correct prediction associated with them were calculated.

In a follow-up study in which 26 applicants were selected, ratings made later showed that the selection was 92 per cent successful.

An Index of Selective Efficiency (S) for Evaluating a Selection Plan. By William Leroy Jenkins, Lehigh University. *Journal of Applied Psychology*, Vol. 37, No. 2, 1953, p. 78.

This brief note discusses what a multiple R means in the actual selecting of potentially superior workers and rejecting potentially inferior workers. Typical values of the index of selective efficiency (S) are given for different obtained values of R. For all practical purposes the index of selective efficiency (S) has the same numerical value as the validity coefficient, if between one-third and two-thirds of the applicants are being accepted for employment.

This discussion should prove useful in explaining the meaning of a validity coefficient to someone who is unfamiliar with statistics.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

Appointments and Promotions

THE APPOINTMENT OF LEO TEPLow AS INDUSTRIAL RELATIONS CONSULTANT of *American Iron and Steel Institute, New York*, has been announced by Max D. Howell, Executive Vice President of the Institute. In the newly created position, Mr. Teplow will also serve as secretary of the Institute's Committee on Industrial Relations and of two related committees, Industrial Health, and Safety.

CARL H. HAGEMAN HAS BEEN APPOINTED ASSISTANT MANAGER OF THE INDUSTRIAL RELATIONS DEPARTMENT, *Union Carbide and Carbon Corporation*, it was announced by Birny Mason, Jr., manager of the department. Mr. Hageman for three years was Assistant to the Manager of Union Carbide's Industrial Relations Department. He was then named Assistant Manager and later Manager of Industrial Relations at Electro Metallurgical Company, a Division of Union Carbide.

THE APPOINTMENT OF RANDLE E. DAHL TO THE POSITION OF WAGE AND SALARY ADMINISTRATOR of *The Weatherhead Company*, Cleveland, has been announced by Forrest B. Rusch, director of industrial relations. Mr. Dahl will assist in determining wage and salary structures for all divisions of the Company and will act as staff assistant to Mr. Rusch. Previously he had been supervisor of industrial relations research for Ford Motor Company, and wage analyst for the U. S. Department of labor.

DR. JOSEPH M. TRICKETT, nationally known business education and training executive, has been appointed COORDINATOR OF MANAGEMENT DEVELOPMENT ACTIVITIES

for *Food Machinery and Chemical Corporation* at the company's industrial relations department in San Jose, California. In his new assignment with FMC Dr. Trickett will be responsible for counseling with management at all levels in the preparation and initiation of effective employee development programs.

ALUMINUM COMPANY OF AMERICA has announced the duties and responsibilities of its Personnel Department will be handled through three divisions—Industrial Relations, Personnel Relations, and Medical. *Robert K. Heineman* who has had considerable experience in law, personnel work and industrial relations, has been named *Director of Industrial Relations*. He will handle all labor relations work, including company-union negotiations, grievances and other company-union matters. Named to the post of *Director of Personnel Relations* is *Otis C. McCreery*, formerly director of training for the company. Mr. McCreery's functions include safety engineering, education and training, recruitment of college graduates, employment and shop training.

THE ELECTION OF NEELE E. STEARNS AND WILLIAM G. CAPLES AS VICE PRESIDENTS of *Inland Steel Company* has been announced by Joseph L. Block, president of Inland. The two men will occupy newly-created positions in the company's management. Stearns, who has been president of Inland Steel Products Company, a manufacturing subsidiary of Inland Steel, will be in charge of long-range planning activities for the company and will bear responsibilities in the area of general administration, includ-

ing liaison with Inland's subsidiary firms. Caples, formerly president of Inland Steel Container Company, a division of the parent firm, will have responsibility in the general area of human relations, including supervision of personnel administration, industrial relations, public relations, medical services, and management development. He practiced law with the Chicago firm of Chapman and Cutler, and later became a vice president of the National Casualty Company. Following 30 months combat service in the Pacific he joined Inland in 1946, and was manager of industrial rela-

tions before becoming chief executive of the Container Division in 1950.

APPOINTMENT OF JOHN E. CHRIST AS DIRECTOR OF PERSONNEL RELATIONS at the Franklin Institute, Philadelphia, has been announced. For twenty years he was with John B. Stetson Company and was Industrial Relations Manager when he left. Mr. Christ is a member of the Industrial Relations Association of Philadelphia.

Editor's note: Authenticated items appropriate for publication under the heading of this section will be welcomed for use as space permits.

With the Local Personnel Associations

INTERESTED IN THE BIOGRAPHY OF A PERSONNEL ASSOCIATION? Ever wonder just how the organization got started, or why? Or maybe you've been thinking about trying to get a group together in your own community. Well, here's how: the history of an association is traced by its founding father in the June number of the *Newspaper Personnel Relations Association News*.

Peter D. Burgess, personnel director of the Detroit News, says that personnel people of other papers were visited in 1948 and the need for sharing personnel information was discussed. Correspondence followed and all those contacted expressed interest. A more extensive poll was then undertaken to see whether or not a conference in Detroit might be justified. The meeting was eventually scheduled for early May, 1949. At the meeting the future possibilities of the group were discussed and plans were made.

Participants were polled on many phases of the new group, its activities and functions, and the Newspaper Personnel Relations Association emerged in fledgling form. At the end of the first year a second meeting was held in Chicago. At this time a formal organization was created, with Bob Spahn of the *Oklahoman and Times* as

President. A committee under Bob Bassett, Hearst labor counsel, drafted a constitution and by-laws which were adopted the following year. More than 60 attended the fifth annual meeting, held March 1953 in St. Louis.

CALIFORNIA TRAINING DIRECTOR'S ASSOCIATION BULLETIN for June features the president's annual report. Speaking of programs, he says that each meeting was planned and carried out by a program chairman for that meeting. There is a different chairman for each meeting which, he says, ensures maximum interest within the group. "Whenever possible we have had eight-minute speakers from our own group, which has proved helpful and interesting. . . . Highlights of program planning for the past year: first, having speakers of national reputation . . . assured us of having presentations to which we could be proud to bring our bosses; second, having a continuous afternoon and evening meeting allowed us to exhaust one subject of interest to all training people."

The Association also conducted a group of workshop sessions last fall. They were made possible by the cooperation of the University of California Extension

Division. Sessions were open to all members, and those who attended felt they were very worthwhile.

THE PERSONNEL CLUB OF ATLANTA has as its purpose "effective human relations through responsibility, respect, dignity, information, communication, interpretation, good will and fair dealings." President is A. B. Reddick, of the All State Insurance Company. H. H. Long of the Plantation Pipe Line Company is vice president. Among the outstanding programs offered by the group during the past year were a talk by Mr. T. T. Stubbs, assistant vice president, Southern Bell Telephone and Telegraph Company on "Benefits from an Employees' Pension Plan;" "A Sound Salary Administration Program," by Walter Kennedy, president, First National Bank, Montgomery, Alabama; "The Aims and Objectives of Organized Labor," presented by Henry W. Chandler, president, Atlanta Federation of Trades; "The Human Factor in Business and Industry," a talk by Harrison Jones, director, the Coca-Cola Company; and "The Problem of Employee Discipline," posed by L. A. Mitchell, Labor Relations Manager, Lockheed Aircraft Corporation, Georgia Division.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION, *Los Angeles*, carries some interesting "Views on Interviews" in the July number of *PIRAscope*. The views are excerpts from a talk on "Interviewing the Interviewers" by Dr. Gil Brighthouse at a recent district meeting of the group. Although Dr. Brighthouse feels that the validity of interviews rests primarily on chance, they are still a necessary method of selection for the following reasons: 1) If an interview is lacking, the applicant feels cheated and begins his employment with a poor impression of the company. 2) Someone must interpret all of the objective material. 3) The interviewer can definitely perform the function of making friends of

the prospective employee. 4) The interview can be improved. Dr. Brighthouse warned that the interviewer must know his prejudices and try to compensate for them as much as possible in order to improve the interview.

THE PROFILE OF A PERSONNEL ASSOCIATION may be traced in its annual report. *The Personnel Association of Northwestern Pennsylvania*, as shown in its annual report for 1952-53, looks something like this: The purpose of the Association is to advance the principles of sound personnel practices and to furnish a medium through which those engaged in personnel work may exchange ideas and experiences. The group is limited to Erie, Crawford and Venango Counties. President for 1953-54 is Harry Neyner, of the American Sterilizer Company. Hugh Shultz of Bucyrus-Erie Company is vice president, and Bert Steele, of the General Telephone Company of Pennsylvania is secretary.

PANP likes addresses by outside speakers as well as "bull sessions," so both kinds of programs were balanced on the year's schedule. Major emphasis was placed on collective bargaining, with a talk on "Research on Collective Bargaining and Fringe Benefits" by James Black, Associated Industries of Cleveland, and another on "Collective Bargaining Today," by Clark Sorenson, Harris-Seybold Co., Cleveland.

AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION announced plans for its 1953 convention to be held in St. Louis in November. The convention will feature several top personnel people as main speakers as well as small discussion groups. The National Membership Committee of the Society under the leadership of Robert I. Jakus has prepared a full scale membership drive which has just gotten under way. The committee hopes to sign up 500 new members by Convention time.

What's New in Publications

THE IMPORTANCE OF INSURANCE IN EVERYDAY LIFE, the role it plays in our economy and the variety of job opportunities it offers to young men and women, are described in an orientation and recruitment booklet recently released by the *Fireman's Fund Insurance Company* and its affiliates. *Opportunity for You* is designed to inform new Fireman's Fund employees of their career potential with the company, and to interest career-conscious youngsters in the insurance industry.

Pictured in the pages of the booklet are the company's own staff members photographed in action on the job. Some of the vocational opportunities shown are selling, advertising, secretarial, engineering, actuarial, underwriting, claims adjusting, accounting, personnel administration and clerical jobs. In addition the brochure outlines educational advantages, training programs and the broad security benefit plans offered staff members by Fireman's Fund. Nor is fun forgotten . . . an important appeal to youth. There is a picture of some really vigorous square dancing, sports, and a chorus line, indicating that the insurance crowd is pretty sociable. Altogether, the booklet is nicely put together and should be appealing to young people entering the industry.

MUSIC IN INDUSTRY builds better employee and public relations according to a new pamphlet put out by the *American Music Conference*. Various kinds of musical organizations are described, from bands to glee clubs. This booklet is less of a how-to guide than the similar publication put out by the National Industrial Recreation Association, but it does give a very clear idea of what musical participation can do for workers in industry . . . and for management. The American Music Conference, a public service organization devoted to fostering increased participation in music,

cooperates with industry in developing fellowship and good-will through music. The services of AMC and its staff of field specialists are available without charge to assist industrial organizations in setting up or developing their music programs. Address American Music Conference, 332 South Michigan Avenue, Chicago 4.

MOUNTING UNREST AMONG WHITE COLLAR WORKERS, especially those employed in the offices of manufacturing companies, is foreseen by the *Research Institute of America*, unless industry sets up some kind of formal procedure to meet the needs of this rapidly growing group. A survey recently completed by the institute's Association Membership division shows that most companies have no grievance procedure of any kind for clerical workers "in spite of the fact that their white-collar people gripe just about as much as their production workers." Preliminary reports of the institute's study are contained in "Letter to Operating Management," a bi-weekly publication distributed to executives participating in the institute's supervisory program. The Research Institute is a private research organization with headquarters in New York, Washington, and Ottawa.

RECRUITMENT IS CONSIDERED FROM THE TEEN-AGERS POINT OF VIEW in a new pamphlet published by *Science Research Associates, Inc.*, *Planning Your Job Future*. The publication is one in the life adjustment series. Illustrated with gay drawings, and using rather large print, plenty of sub-heads, and a good sprinkling of dialogue, the booklet should be easy to take. Contents include, "There's a Job in Your Future," "What do You Like To Do?" "What Can You Do Well?" "What Kind of a Person Are You?" "Learning About Jobs," and "Choosing Your Future

Job." This should be a useful tool in the hands of the guidance counselor, and is worth the consideration of personnel officers as they plan more specialized appeals. It is available from Science Research Associates, Inc., 57 West Grand Avenue, Chicago 10, Ill. Copies are 40¢ each.

A SURVEY OF EMPLOYEE DEVELOPMENT PROGRAMS in 54 large corporations in New York State has been made by the *Division of Personnel Research, State of New York Department of Civil Service*. The survey shows that, of the 54 companies questioned, 39 had some sort of employee development program. In company conducted training the number now taking part, by individual firms, varies from 4 in the Gulf Oil Corporation, to 7700 in the Westinghouse Electric Corporation. Company administered training averages about one year in duration, with roughly $\frac{1}{3}$ of any individual's working hours devoted to it.

AS A SUPPLEMENT TO YOUR OWN PUBLICATIONS *Good Reading Rack Service* offers a new catalogue listing 78 assorted booklets. These are to be offered your employees, cafeteria style. The serve-yourself free distribution idea was originated by General Motors less than 5 years ago as an experiment in employee education and communications. Since then the idea has spread rapidly and, according to the Good Reading Rack Service, an estimated 1500 corpora-

tions are now furnishing employees with more than 5 million booklets a month on such varied subjects as economics, health, safety, spiritual guidance and social problems.

The latest booklet put out by the service is *Let Freedom Ring*, the struggle for a peaceful world. This account, according to the preface, of America's place in today's world, is intended to highlight the essentials of the present situation. As citizens, we should all know what steps have been taken to guard our national security. The issues involved rise above partisanship. The text is adapted from a publication of the United States Department of State. The rather blurred drawings seem somewhat crudely propagandistic, but the lists of citizens' rights and duties are useful.

Both publications are available from the Good Reading Rack Service, 76 Ninth Avenue, New York 11, N. Y.

WELCOME IS THE KEYNOTE of an orientation booklet put out by the *Federal Reserve Bank of Chicago*. Printed in two tones on rich, banking-type paper, and illustrated with sprightly drawings, the booklet covers the customary topics, from absence from work to the work week, and including paycheck information, personnel policies, problems, promotion, recreation, retirement, insurance and health. This good-looking handbook should help make the new employee feel at home.

Conferences, Courses, and Workshops

EMPLOYEE RELATIONS was the theme of the *seventh national conference of the College and University Personnel Association*, held in July at Michigan State College. Outstanding speakers and stimulating workshops combined to make a rewarding program. Dr. C. C. Killingsworth, former chairman of the Wage Stabilization Board, head of the Department of Economics, M.S.C., spoke on "Economic Trends Affecting Personnel."

"Counseling as It Relates to Personnel" was discussed by Dr. Raymond N. Hatch, Head of the Department of Guidance and Counselor Training, M.S.C. Howard Baumgartel, Assistant Study Director of the Institute for Social Research, University of Michigan, talked on absenteeism. "Personnel Research" was described by LaRoy Froh, Director of Research Bureau, Michigan Civil Service Commission. "Super-

visory Development" was considered by Robert M. Rompf, Continuing Education Service, M.S.C. Arnold Addison, Personnel Director, Ordnance Research Laboratory, State College, Pennsylvania, spoke on "The Need for a Personnel Department in a College," and Dr. Charles E. Irvin, Department of Communication Skills, M.S.C., talked on "Toward Better Human and Public Relations."

WHAT GOOD ARE YOU DOING? was the question that the *International Association of Personnel Women* dared asked themselves at the closing session of their conference held in Houston in April. They answered the challenge realistically by saying frankly that if they weren't helping their companies to make money they weren't doing much good. In order to be sure that they were doing some good, the women were advised by Guy B. Arthur, Jr., of Guy Arthur and Associates, Toccoa, Georgia, to begin by determining what the real problems are in each department. Find out, he suggested in his address, where costs are high, quality is poor, or service to customers is not as good as it should be. Then decide what can be done personnel-wise to improve unsatisfactory conditions in each department.

"Indirect Interviewing and Aptitude Testing to Reduce Turnover" was discussed at another session by Dr. Ronald F. Wilson, Director of Industrial Psychology Institute, University of Houston. Some of the conclusions of the panel over which he presided were that testing reduces training time and improves tenure. There is a problem of objective analysis in an indirect interview. Interviewers must be trained to make proper interpretations from this type of interview.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD is again offering the *Introductory Course in Personnel Administration* which has been much appreciated during the past two years. This seminar, with the full research staff of the Board's Division of Personnel

Administration as faculty, provides a unique opportunity for anyone feeling the need for a thorough grounding in this field. The schedule covers ten full days of lecture and discussion, beginning October 26. The charge for the course is \$360 per person. It is held at the Seaview Country Club, Absecon, New Jersey.

SKILL PRACTICE IN SUPERVISION was the title of a workshop for junior executives held in June by the *University Extension, University of California*. The workshop was sponsored by the *Institute of Industrial Relations*, School of Business Administration and University Extension. The workshop met on successive Wednesdays on the campus. Marvin A. Klemes, M.D. Consulting Industrial Psychiatrist, Beverly Hills, and Staff Member, Western Training Laboratory in Group Development, Idyllwild, California, and Irving R. Weschler, Ph.D., Assistant Professor of Personnel Management and Industrial Relations, and staff member, Human Relations Research Group, Institute of Industrial Relations, UCLA, served as leaders.

MARQUETTE UNIVERSITY MANAGEMENT CENTER, under the direction of Russell L. Moberly, announces a full schedule of conferences, workshops, forums and institutes for the coming year. The Management Center is the agency within the College of Business Administration of Marquette through which all management courses, conferences, workshops, forums, institutes, and research are coordinated and administered. Forums and workshops have been arranged for financial managers, training directors, management engineers, office managers, production managers, purchasing managers, personnel managers, marketing or sales managers, and industrial relations directors.

NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS at Cornell

offered one-week seminars and workshops for people from business, industry, labor and government during the summer. Subjects included personnel selection and placement, conference leadership, health, welfare, and pension plans, communications, and community relations. The school also conducted six-week courses in industrial labor relations, and in industrial education.

CLINICS HAVE BEEN ADDED TO THE MANAGEMENT COURSE for middle- and top-level business executives, offered by the

American Management Association. Each clinic will last for five full days, and they are scheduled periodically throughout the coming year. The 500 or so executives who complete the course's four weeks of basic instruction each year will return for one of these sessions to compare on-the-job experiences in applying the course and to receive help in putting it to practical use. An informative brochure may be obtained from the Director, A.M.A. Management Course, Hotel Astor, New York 36, New York.

Looking Over the Employee Magazines

AMERICAN STEEL AND WIRE DIVISION OF UNITED STATES STEEL publishes *Wireco Life* each month. We're grateful to A. J. Beiler, editor, for sending us six copies at once so that we could get a more complete picture of the publication. *Wireco* features an effective series of picture stories on free enterprise, productivity, and the American way of life made possible by them. The May issue presents the annual report in pictures, and in terms of what the company's status means to one of its employees. Each issue of the magazine carries, besides the usual departments on promotions and personalities, a department for the women with practical ideas about homemaking, and a page for children. These pages should assure family readership.

PROVIDENT TRUST COMPANY OF PHILADELPHIA uses a tempting picture of a boat under full sail for its summer cover. The little magazine, *The Sower*, is neat, dignified, and informative as befits a trust company. The work of various departments is analyzed in several feature articles and activities of employees seem thoroughly covered. Editors Mary Elizabeth Gaylord and Stuart Bates Webb do a good job.

OLIN INDUSTRIES, INC., EAST ALTON, Illinois, published a special issue of *Olin*

News for service men on the fourth of July. One of the purposes behind the special issue was to stimulate the writing of letters to servicemen. The issue contained a lead story promoting the idea. Industrial Relations Manager Arthur E. Gierstsen urged support of the program. There were tips on how to write a letter to a serviceman and samples of the right and wrong kinds of letters. More than two pages of names and military addresses of employees in service were published. W. H. Depperman, Director of Public Relations, is responsible for the news sheet.

THE PHILADELPHIA GAS WORKS NEWS is a good looking magazine published monthly, with E. M. Miller as editor. An employee purchase plan is described in a recent issue. PGW employees with service of six months or more may select one of three methods of payment: (1) cash at time of purchase, (2) thirty-day or three monthly payment plan, (3) payroll deduction plan. Purchases made by PGW people on the payroll deduction plan are not subject to carrying charges. PGW employees are not only encouraged but urged to purchase gas appliances at discounts. The magazine heads its news of retiring employees with the caption, "Leisure Bound."

OREGON STATE HIGHWAY DEPARTMENT gets out a mimeographed, stapled newsheet called *Personnel Observations*. The July issue reports on social security and state retirement changes; on how to deal with ice cream—and people; Highway's new king-size group insurance plan; the blueprint section—a record of efficiency; and more brand new registered engineers for Highway. The newsletter, though very simple, is printed in two colors, and even runs some pictures. Just goes to show that an employee magazine doesn't have to be elaborate or expensive to do a good communications job. Gene Huntley is the editor.

ROBERT D. BRETH IN QUOTES ENDING (The Information Letter of Trends in Current Editing) for June reports on two new studies: "The Measured Effectiveness of Employee Publications," sponsored and published by the Association of National

Advertisers, and "Report 377 of the Employee Relations Bulletin," published by the National Foremen's Institute. From these reports Mr. Breth concludes that employee publications are the most important medium of communications with employees. Nevertheless the employee publication is not all it should be. It needs more management cooperation and better editing. Finally, it is evident that management still has to win the battle of ideologies, as the majority of employees either lean to the "left" or are "doubtful" as to the merits of private enterprise as a way of life. To help correct this situation, management must support an employee publication all out—and that means ample budget and good pay for editors—as well as letting the bars down on information. It also means that editors must increase their competency in both editorial and production techniques,⁸ or they will not measure up to their jobs.

Participation Techniques in Training

Five articles by Eugene Emerson Jennings, which appeared in *Personnel Journal* from October 1952 to May 1953, have now been gathered together in a single reprint.

The titles of the articles may remind readers of their content. They are "Forced Leadership Training", "Advantages of Forced Leadership Training", "Multiple Comparison Training", "Conference Leading by the 'Pass Method'", and "Attitude Training vs. Technique Training".

Readers who are responsible for organizing and conducting their companies' supervisory training or executive development programs may like to have these stimulating and useful articles under one cover to keep at hand for reference, or to pass along to associates.

Single copies, 50¢ Ten or more, 40¢ each

THE PERSONNEL JOURNAL, INC., Swarthmore, Pa.

Just Looking, Thank You

When You Say That, Smile!

Whitney A. Rudy of the Ohio Bell Telephone Company, Cleveland, objects to use of the word *subordinate*, which he found eight times in a PJ article some months ago. "Most of us," he says, "will understand the author's use of 'subordinate'. We will not be thinking in terms of people beneath us, small rank, less than ordinary, and so on. But some will get satisfaction from seeing their own thoughts in print. They will feel more secure when they refer to their people by this ugly term.

"I believe," Mr. Rudy continues, "we must be extremely careful in all of our printed material that we sow positive attitude thoughts. Advancement in human understanding is such a slow process, and our gains are measured in minute measurements. To condone the acceptance of this word would make total progress more sluggish. . . . 'Subordinate' is still one of the pickets in the fence between management and non-management folks. Removing it will open another space where both can look through and understand each other better."

Wanted: a good synonym. Any suggestions? Mr. Rudy does not propose any substitute for this highly useful word.

"THIS REALLY BURNS ME UP!" says W. H. Thompson, Director of Personnel, General Insurance Company of America, Seattle. He refers to a worker's statement that he "didn't want to be known as a 'company man'", quoted in a PJ Spring issue.

"What in the name of this and that," asks Mr. Thompson, "is so bad about being known as someone who is proud of his relations with a good, going American business? . . . This character and thousands like him make up American companies, and it sickens me to have them publicly state that

they do not want to be known as people who are interested in the welfare and success of the group they belong to."

What on the current business scene "burns you up"? Get it off your chest in a letter to PJ. Just what we're "Just Looking" for in this department.

Music in Industry

Dell Lebo, of The Florida State University at Tallahassee, Department of Psychology, was doing a bit of research when he happened across a reference to what may be the earliest authenticated instance of the use of music industrially in America.

"It is generally supposed that music was not widely employed to increase production until about 1940. Cardwell and Burris-Meyer in an article entitled 'Music in Industry Today' asserted that the number of individuals who listened to music while they worked prior to 1940 probably did not exceed 500. Other writers seem to agree.

"So far as the writer has been able to find, the Jesuits in Paraguay may have introduced music at work. This was on quite a sizable scale, about the middle of the 17th century.

"Music helped the Jesuits reach regions which had not previously been penetrated by Europeans. The missionaries took their musical instruments along and played and sang religious melodies to the best of their ability. Natives invited them into their settlements to play for the old people.

"In establishing the Jesuit state, the fathers used music to overcome the Indians' aversion to manual labor. As the Indians were sent to work in the morning they marched to band music. They tilled the soil, felled trees and put up buildings to musical accompaniment. When they returned to

their villages they were again led by a band."

Live music yet! Thanks to Mr. Lebo for this interesting piece. He appended a list of ten references to the Jesuits and to music in industry, which we will be happy to lend to anyone wishing to read more on the subject.

Personnel's "Two-Foot Shelf"

Back in January this department asked readers what books they would include in a "two-foot shelf" for the personnel office, comparable to Dr. Eliot's "five-foot shelf" for the general public. In May, Dick Uhrbrock's list was presented. Mr. Uhrbrock heads the Research Department of Procter & Gamble's Industrial Relations Division.

Stanley Jones, assistant personnel manager of Allstate Insurance Co., Atlanta, would add to Dick's list a reference on the general philosophy of personnel administration, like Pigors' and Myers' *Readings in Personnel Administration* or their original book. "It seems to me," says Mr. Jones, "that an understanding of basic—and divergent—viewpoints is the first essential in our work." He would also add a book of techniques, such as A.M.A.'s *How to Establish and Maintain a Personnel Department*, or Dartnell's *Industrial Relations Handbook*. After noting a need for some book on labor law and labor relations he says, "Maybe I have kicked out the ends of the two-foot book shelf; nevertheless, I think it needs to be expanded, and decreased in spots. My hat is off to Dick for sticking his neck out and getting the ball rolling. I agree with him on the need for a better reference on training."

M. H. Fox, supervisor of salary standards and employee services for British Columbia Electric Railway Company, Vancouver, includes in his list the Pigors and Myers and Dartnell books mentioned above. He also names Calhoun's *Problems in Person-*

nel Administration, *Personnel Administration* by Tead and Metcalf, and Dale Yoder's *Personnel Management and Industrial Relations*. These are listed under the heading of general books. Under the heading of books dealing in detail with specific subjects Mr. Fox lists some 40 titles, from which the following are picked almost at random. *The Fundamentals of Top Management* by R. C. Davis. *A Handbook of Employment Interviewing* by J. M. Fraser. *Personnel Selection by Standard Job Tests* by C. A. Drake. *Human Factors in Management* by S. D. Hoslett. *How to Supervise People* by A. M. Cooper. *The Technique of Handling People* by D. A. and E. C. Laird. *After the Whistle Blows; A Guide to the Field of Recreation in Industry* by J. Petrill. *Manual of Job Evaluation* by Bengé, Burk and Hay.

We're still receptive on this subject. Is there any particular book, perhaps not too well known, that you have found especially helpful or stimulating and want to keep where you can put your hands on it at any time? Tell us what, and why.

Effective "External" Magazine

William Feather of Cleveland is one of the smoothest writers in these United States. And, as far as we know, the only place his writings appear these days is in the external house magazines he does for a number of companies. If you can get yourself on the mailing list of one of the Feather-edited magazines there's a treat in store for you. Few people can pick up a copy without reading it from beginning to end at one sitting.

The Mau-Sherwood Supply Co., 800 Lime Road, Cleveland 13, is one user of Feather services, which include printing as well as writing. The *Mau-Sherwood Magazine* we have before us carries company advertising on the four covers and the four coated center pages. The editorial content consists of short unrelated items. Some of

the items are two, three and four lines in length. Longest piece in the 28-page 3 $\frac{3}{4}$ " x 6 $\frac{3}{4}$ " booklet runs to less than 400 words. Probably the average length is 50 to 100 words.

Bill Feather likes people. He gets around a lot and writes of what he sees and thinks and feels. Food figures rather prominently; he lives alone and apparently enjoys preparing many of his own meals. But we wouldn't say his stuff is top-heavy on the domestic side. Among subjects in this single issue before us are: sunsets; a sure-fire way to get a good job; the New York Public Library; W. C. Fields; the words "debonair" and "gallant"; paunches; hot dogs, hamburgers and "cube steaks"; travel by plane; salesmanship; at what age a lamb becomes a sheep; John H. Patterson; ugly nudes; lettuce; clean U. S. cities; parakeets; cleaning out a desk drawer; the word "egghead" to designate an intellectual; roasted pumpkin seeds.

Employee house magazines, admittedly, don't give the editor as much scope as "externals" as to variety of content. But is there any reason in the world why the employee magazine shouldn't carry a scattering of inconsequential but interesting and sometimes amusing items unrelated to the business? Do we underrate the average employee's intelligence and literacy? They buy and read a fabulous number of magazines that are not all slanted to morons. Would some Feather-type stuff in your employee magazine or your combination internal-external help to get more magazines into employee's homes? Would it prove a sugar coating to get your magazine read more attentively, and thus make your straight company messages more effective?

Not by a long shot have we meant to imply that Feather-type items are easy to think up and compose. They quite definitely aren't. If you can do it, how about experimenting in your house magazine . . . and reporting to us what happens!

Spirit Makes a Winner

Perhaps we wouldn't have mentioned William Feather and his customer-slanted magazines except that we wanted to comment on one of his editorials. It concerns the perennial pennant-winning of the New York Yankees.

"For many years," says Feather, "our suspicion has been that any team that plays the Yankees has a strike against it before the players take to the field. The reason is that just being associated with the Big Town gives the small-town boys who play for New York a feeling of superiority."

Yankee manager Casey Stengel is quoted as saying, when asked why he thinks his club will win again, "I'm running a ball club that doesn't have as many fancy names as the other teams. But I'm also running a club that, when they put on their uniforms in the Stadium, makes them feel and makes them perform a little better than they know how."

Call it morale, *esprit de corps*, pride, or what you will—what wouldn't you as a personnel man give to have your company "team" imbued with such spirit!

Here's our question: To what extent is it possible to match the team spirit of a professional ball club in an industrial organization? What companies would you name as most nearly approaching this ideal? How do you get company executives, supervisors, office people and rank-and-file workers to feel that their interests are all wrapped up together and to "perform a little better than they know how?" How big a factor are profit sharing plans, bonuses? How important are working conditions, hours, vacations and the like? Or do you feel that the spirit of an organization depends largely on the personality of the top man and his "communicating" abilities?

This department will welcome readers' thoughts on this whole subject, or any element of it.

SITUATIONS WANTED

PERSONNEL DIRECTOR: Over 15 years experience in all phases of office and factory personnel administration—recruitment, testing, negotiations, job evaluation, safety, training. Now have over-all responsibility in plant of 2,000. Age 41, married, children, degree, \$10,000 per year. Midwest preferred but not essential. Reply Box 230.

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available September. Resume on request. Reply Box 232.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 235.

PERSONNEL DIRECTOR: 3-1/2 years extensive experience in Personnel and Public Relations of manufacturing plant employing 950 people in small town located in the Mid-South. Seeking increases in opportunities—not salary. M.A. in Personnel Administration. Age 28, Married veteran—available October 1st. Reply Box 237.

PERSONNEL ASSISTANT: AB degree psychology, Princeton; MA degree psychology and personnel management, Columbia. 1-1/2 years in testing, recruitment, personnel records, job classification. Considerable contact work. Navy background in technical electronics. Age 29. Married, 2 children. Prefer northeast. Reply Box 238.

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LABOR RELATIONS: 5 years commercial sales experience, 2 years as job analyst in aircraft industry, 1 year law practice specializing in labor law, member state bar association, member American Arbitration Association, BA degree, LLB degree, age 28, married, veteran, 2 children; desire position with opportunity; will relocate, resume upon request. Reply Box 246.

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PERSONNEL Journal

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Conference Calendar

NOVEMBER

- 2-6 White Sulphur Springs, West Virginia. The Greenbrier
National Association of Manufacturers. 25th Institute on Industrial Relations. Sybyl S. Patterson, Director of Employee Relations Div., N.A.M., 14 W. 49 St., N. Y. 20.
- 12-13 Boston, Mass. Sheraton Plaza Hotel
Council of Profit Sharing Industries. 6th Annual Conference. Roy S. Apple, Public Relations, Council of Profit Sharing Industries, First National Tower, Akron, Ohio
- 19 Pittsburgh, Pa. Hotel Schenley
National Industrial Conference Board. General Session. 247 Park Avenue, New York 17, N. Y.
- 30-Dec. 1 Chicago, Illinois. Palmer House
A.M.A. Special Conference on Supervision. American Management Assn., 330 West 42nd Street, New York 36, N. Y.

DECEMBER

- 9 East Lansing Mich. Michigan State College. Union Building
Michigan State College. The Twelfth Workshop Conference. Paul L. Moore, Head, Department Business and Industry, Michigan State College, East Lansing, Mich.
- 29 Boston, Mass. Bradford Hotel
American Association for the Advancement of Science. 4th Visual Performance Session. Dr. N. Franklin Stump, Director, Consulting Services, Occupational Vision Dept., c/o Bausch & Lomb Optical Company, Rochester, New York.

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Editor to Reader:-

IT IS ALWAYS PLEASANT to have someone write how much they like Personnel Journal. My daughter wrote recently in a way that made us all feel quite pleased with the magazine.

"We've found a wonderful use for the PJ," she said. "Jeff (the editor's eight months old grandson) goes over and over it with real interest. It's printed on such tough paper, and the cover is such a nice color. He can chew it, throw it, suck it, yank it, and still it doesn't come apart. I have quite a problem with his rapid consumption of newspapers. But PJ is indestructible and I look forward eagerly, as the ads say, to the next issue." In a later letter Ginnie reports further; "Jeff has already eaten this month's PJ—yum, yum!"

MORE GENUINELY GRATIFYING is the type of report just received from Audrey Heusser, whose article "Employee-Written Publication Talks *Up* to Management" appeared in the June PJ. Mrs. Heusser, who is publications supervisor for Winchester Repeating Arms Company at New Haven, tells what happened after her article came out. She mentions "56 letters; reprint in Carman Fish's National Safety Council News Letter; half a dozen requests for tear sheets; two bids to speak before area industrial editors groups; a regular run on our 'Gentle Art of Reporting'".

Last month I suggested that we always welcome the opportunity to consider for publication articles growing out of the experience of readers. Mrs. Heusser's report indicates again that interesting PJ pieces are well read. What do you have to share with your fellows working and learning in the same field?

invite me to attend the Industrial Relations Conference held at Princeton each year in September. As many readers know, Doug has for a long time been head of the Industrial Relations Section at Princeton University. It is one of the principal objectives of university groups of this kind to form a "bridge" between theory and practice—between university students and researchers in personnel administration and industrial relations and their counterparts in business and industry.

It is difficult to separate an institution from its leadership and it is particularly difficult to distinguish between Doug Brown and the Princeton Industrial Relations Section. One is easily reminded of the words of the old song: "You made me what I am today; I hope you're satisfied?" Most of us who have been to one or more of these Princeton conferences would answer the question in the song with a hearty "I am".

The most distinctive characteristic of this particular conference is the atmosphere of depth which it creates. The conference as a whole is characterized by its attention to what might be called labor statesmanship, using the word "labor" in its broadest sense as comprehending all activities of man in industry. I had a few minutes with Doug Brown to get some of his thinking on the planning of these conferences. He seeks always to stress fundamentals, and great effort is made to develop a program around subjects of current interest to most of those who attend. He does this by sending a check list to about 50 leaders in the personnel and industrial relations field. While the check list method is tendentious, it nevertheless gives a broad indication of interest which helps him design a good program. He emphasized that they never attempt to press any

DOUG BROWN WAS KIND ENOUGH TO

special point of view on the conference, aiming rather to bring to focus what seem to be the problems of greatest current interest.

I told Doug I thought I saw a shift in emphasis during the past few years, away from policies and procedures and in the direction of attitudes. He agreed that this was, nowadays, a principal point of emphasis. I was particularly impressed in this respect by the talk given by W. J. Reilly, Manager of Labor Relations for International Harvester. It was clear that things he described as having been done by his company could be said to hang on a single thread—the attitude of management toward its people.

The general purpose of the conference might be said to be to provide for an interchange of experience among industrial relations people. This is most often done by discussing problems and their analysis, out of which emerges a series of examples of the best practice in dealing with such problems. It is obvious that no one company—says Doug—can be pre-eminent in all fields of labor activity. Consequently, even the best managed companies can benefit from hearing the experiences of others.

The whole tone of the conference is distinctly professional. Research is the bridge between the student in the university—undergraduate or graduate—and the practitioner in industry. Doug gave special emphasis to his view that it is not alone the results of research which are important but even more its communication. This communication of problems and research findings constitutes the traffic across the collegiate bridge between industry and the student.

I didn't get to see much of the winter-time activity of the Industrial Relations Section. There are many students taking courses in the section, both as undergraduates and graduates, and many of these, especially among the graduate students, are carrying on studies of various kinds, many

of which originate in a problem somewhere in industry.

These conferences have become so popular over the years that it has long been necessary to severely restrict attendance. This is done by limiting participation to a single representative from any one company. The high quality—and the high administrative level—of those who come to these conferences is always impressive evidence of the quality and importance of the conferences themselves.

In recent years, there has been a second activity expressly designed for younger men in the field of personnel administration or industrial relations. This is a four-day seminar designed primarily for men with no more than five years experience in industrial relations. Attendance is limited to 40 and it provides a broad program presented by leaders in their respective fields.

Among all the personnel conferences held in the country today, the annual Princeton conference is in a class by itself. Fortunately, not all such conferences are designed on the same lines. Of its kind, this one is pre-eminent, as is attested by the pressure for admission. Those who have been privileged to attend seem always to feel a deep sense of value in their participation.

SENIORITY AS A BASIS FOR PAY INCREASES AND PROMOTIONS was discussed briefly in this column back in May. I quoted Eugene Bengé's finding that 76% of 15,227 union and non-union employees of 25 companies "expressed a preference in favor of merit-rating rather than length of service as a means of determining promotion".

Whiting Williams, employee and public relations consultant in Cleveland, was glad to have this subject brought up. "I've been viewing with alarm," he says, "the recent union pressure for making length of service a constantly bigger factor in promotions. I've felt that this threatened to bring the tragedy of an American 'working class'.

"So I have been delighted," Whiting continues, "to hear that at Hood Rubber in Watertown, Mass., (division of B. F. Goodrich) the union and the company have had two years' good experience with a new definition of seniority. In it, proper weight is given to such items as attendance, quantity, quality, versatility, adaptability, skill and cooperation. This strikes me as a perfectly grand development—one which, in line with Bengé's study, is likely to get good worker acceptance."

In sending Whiting a transcript of the article in Hood Rubber's union agreement which relates to seniority rating provisions, J. F. Leverone, Hood's director of employee relations, made this comment:

"Under this rating procedure, you will recognize that straight seniority applies when other things are equal. The Rating Sheet specifies the 'other things' and establishes a basis for evaluating them that is as objective as possible. Outside of Factor 1, length of service, all other factors tend to measure the employee's value to the company.

"Over the years in our labor negotiations there has been continued effort by the union to dilute the value of these other factors and to strengthen the influence of Factor 1. Despite the fact that dilution has taken place, we still feel that the presence of these other factors has helped the union and the employees to realize that these values still exist.

"The incentive remains, therefore, for the individual employee to strive for a good record on these factors, since his seniority rights, his job or shift preference, or his protection against layoff, may hinge upon the gain or loss of points listed under these factors."

Among the "other things" in addition to length of service which contribute to a Hood worker's seniority rating are these: workmanship, properly cares for tools, equipment and materials; satisfactorily performs two major jobs; satis-

factorily performs three major jobs; has capacity to learn another major job; is always willing to carry out instructions and requirements of job; notifies supervision regarding conditions that reasonably require attention; does not offer excuses or alibis to avoid accepting his proper responsibilities. Credit points are given for affirmative answers.

SEVERAL MONTHS AGO I HAD SOMETHING TO SAY about the importance of learning to relax. I'm afraid I didn't give any prescription for personnel people to tell them how to find enough time to do any great amount of relaxing! Perhaps a mellow philosophical state of mind is the foundation on which relaxation must be practiced.

One of the great philosophers of our day is Satchel Paige, a famous colored baseball pitcher who has been with the St. Louis American League team for the past few years. Satchel's specialty is filling in the breach for pitchers who get in trouble. He is probably unequalled as a relief pitcher. Collier's a few months ago carried an interesting story of the life of Satchel Paige and wound up with a brief statement summarizing Satchel's philosophy. It has been read by many and copied many times but probably should be framed and hung on the wall in every personnel office. It is:

1. Avoid fried meats which angry up the blood.
2. If your stomach disputes you, lie down and pacify it with cool thoughts.
3. Keep the juices flowing by jangling around gently as you move.
4. Go very lightly on the vices, such as carrying on in society. The social ramble ain't restful.
5. Avoid running at all times.
6. Don't look back. Something might be gaining on you.

SLOPPY WRITING IS THE RULE rather than the exception. This is particularly true in technical literature, especially that writ-

ten by the psychologist. Business and technical writing is frequently not only sloppy but often there is actual misuse of words. The following three sentences were taken from an article by two psychologists which appeared in one of the technical magazines:

"The role of tests in the counseling process is as varied as the viewpoints about counseling. The inability of counselors to break away from this concept of tests is probably one basic reason for the disinterest in tests. At the verbal level, at least, few will quarrel with the idea that . . ."

Here are three improperly used words in as many sentences. It is perfectly apparent that the use of the word "concept" is improper. Many people nowadays use the word *concept* whenever they can—just for the heck of it. What they should have said was: "The inability of counselors to break away from this way of using tests . . ." That's what he means and it's a more direct and "meaningful" way of saying it.

Basic is another word that slips in at every opportunity. In the sentence originally quoted, it could have been left out without disturbing the meaning at all. There is nothing particularly basic about the reason given, so the word is simply so much excess baggage, and a bit pedantic at that.

Our authors begin the next paragraph with a phrase that has become very popular in Washington, and which psychologists and many personnel people are now using at the slightest provocation. They say, "At the verbal level, etc.". It is impossible to be sure from the context what is meant by the phrase "at the verbal level." If it means what it seems to mean the words might better have been left out.

How MUCH TROUBLE WOULD YOU TAKE to get out an employee magazine? Some companies spend a good deal of money and employ professional talent. Others seem to do it on a shoestring. The city of Austin, Texas, is in the latter class. Mrs. Bess Beeman is editor of their publication,

"Municipal". She wrote me in September as follows:

"Our personnel director brought me his copy of the PERSONNEL JOURNAL and called my attention to the paragraph complimenting our *Municipal*. And now, I have received my marked copy.

"I do appreciate your interest in my little publication. Even though it is only eight pages, it requires lots of thought and work. I do all of it except taking the pictures, and I direct the photographer, also. I try each month to create a better feeling among our personnel and to pay particular attention to some employee or some department not heretofore in the limelight. Also, when some department is being criticised by the personnel or by the general public, I devote much thought and space to offset this criticism by bringing out the many worthwhile and noteworthy accomplishments which save the city and the public money. However, since the employees like to have personals included, eight pages will not take care of very much else. Often, the pictures tell the story.

"We have an interesting mailing list covering Texas and some points outside the state, in addition to city personnel and civic clubs and interested Austin citizens. With your permission, I am now adding you to the list. Your criticism and helpful suggestions will be appreciated at all times."

RECENTLY I WENT TO CLEVELAND BY RAIL and upon arrival walked through the station toward the cab stand. As I walked along, I heard a girl greeted by a male friend. She called out to him in response to his "Good morning."

"Hello; good morning. Why don't you take me with you."

He called back heartily in reply: "I wish I could."

Ned Hay

Organizing and conducting a worth-while training program is an art. Success depends on many variables whose influence on the final outcome is hard to foresee. This is an account of one program and its unanticipated results, some of which—if not positively harmful—could hardly be entered on the credit side of the company ledger.

Unanticipated Results of a Foreman Training Program

BY WILLIAM H. FORM AND ARNOLD L. FORM
Michigan State College

THIS is a study of changes in work attitudes of employees during a foreman training program. The program was started under almost ideal conditions, and yet ended in deteriorated human relations. Although the training sessions were not marked by any open conflicts or dramatic events, their intended purposes remained unfulfilled. The company did not recognize the failure of its program. Consequently, it may continue to err in personnel administration.

The company is in a middle-size Michigan city. It makes automobile and truck parts. It employed about 1,000 workers at the time of the study. It was generally considered "liberal" in its personnel and industrial relations. Union and management officials agreed that labor relations were almost ideal.

115 PEOPLE ENROLLED INSTEAD OF EXPECTED 15 OR 20

Late in 1950 the company decided to have a foreman training program, in anticipation of expanding their plant and production. The Department of Sociology and Anthropology at Michigan State College was asked to conduct an evaluation of this training. The company posted the following notice on bulletin boards throughout the plant:

NOTE: This study was done under the auspices of the Social Research Service of the Department of Sociology and Anthropology of Michigan State College, C. P. Loomis, Head. The cooperation of the Department of Continuing Education of Michigan State College was instrumental in inaugurating the research. The field work was done by Sheridan T. Maitland.

To Our Employees

From time to time it is necessary for us to consider the addition of more supervision due to the enlargement of our working personnel which is due to our business growth.

Right now we would like to be able to add a few to our force of foremen and we are going to do it a little bit differently than we have in the past. We are looking for about 40 persons, approximately 35 years of age, to whom we can give an aptitude test conducted by Michigan State College, to determine first: Whether or not the individual is physically and temperamentally suited for supervision work. From this group of 40, we will select 15 or 20 who will take an evening course of 20 hours, 2 hours per week, for 10 weeks, at the vocational school, where instructors from Michigan State College will give a short course in foremanship. Of this group, we hope to find 4 or 5 outstanding individuals who can be used on supervisory work. The others may, or may not, be used in the future but will have at least had some training along these lines which should be helpful.

We are asking for volunteers who would be sincerely interested in this type of work and are willing to take this course on their own time, although the company will stand all the expenses.

If you are interested, please contact Mr. Smith and leave your name with him.

(Personnel Manager)

The company was surprised, if not embarrassed, by the response. One hundred and fifteen people registered for a program which promised to provide less than a half-dozen foreman jobs. Among them were 13 foremen, 3 union committeemen, 7 stewards, and 92 other shopworkers. It was obvious to management and the training agency that many of the applicants were unqualified either for the training or for possible future job placement as foremen.

A decision had to be made. Someone suggested that all of the applicants be allowed to take the training, for this would give the company an opportunity to present to one-tenth of its labor force some of the concrete problems which management confronts daily. Such a program, it was reasoned, would create even greater loyalty, understanding, and sympathy among the workers. Management accepted the idea and from that time referred to the training in its secret records as the "Management Indoctrination Program." It also decided to hold classes during working hours in the factory.

NATURE OF PROGRAM CHANGED WITHOUT NOTICE

The volunteers were not informed of the change in company policy. They were invited to attend the foreman's party at a local hotel. After the merriment they were given a preview of the program. Subsequently they were divided into seven groups, each containing approximately fifteen trainees. Each group met for a two-hour "training session" each week during working hours for eleven weeks. Classes were informal. There were no reading materials or examinations. Each week a new subject was discussed. They included: job placement, morale, safety, preventing grievances, costs and wastes, production schedules, maintaining discipline, good house-

keeping, and self improvement. Once a week the trainer reported his progress and the attitudes of the trainees to a committee of top management.

Fortunately, at the beginning of the study we obtained from the trainees their attitudinal responses to items which are described later. The same information was obtained at the end of the training. Such important and unexpected changes in attitude had occurred that an analysis of these changes was considered much more important than the technical evaluation of the training itself.

On the first and last days of the program the trainees were encouraged to write freely, fully, and unhurriedly on the following subjects:

1. Changes they would like to see in company policy or practices.
2. Evaluation of the company as a place to work, as compared to other companies they had worked for.
3. How their fellow workers regarded the training program.
4. Evaluation of the company's success in fitting a man to his job.
5. Rating of immediate bosses as supervisors.
6. Occupational aspirations and reasons for them.
7. Evaluation of program at end of the training sessions.

They were assured that what they wrote would be kept in strictest confidence—that neither the company nor the instructor would see their statements. To insure anonymity, the schedules were numbered. Everyone was requested to jot the number of his schedule on a piece of paper and to keep this paper in his billfold. During the final administration of the schedule, the trainees were requested to jot this number on the schedules they received. This made it possible to match responses with a high degree of validity. A content analysis was made of the responses given at the beginning and end of the course. In this way changes in attitudes and ideas that occurred could be seen.

The Trainees. Ninety-five workers, including 12 foremen, responded to both questionnaires. Only their responses are analyzed here. In general, the trainees seemed to be ambitious career-oriented people, 85% of whom aspired to jobs at or above the foreman level. They indicated a strong interest in the human problems of management. Most of them (90%) thought that they were working for a better-than-average company that showed some concern for fitting a man to his job. About two-thirds felt that they had good supervisors. They also reported that their fellow workers generally supported the idea of the company-sponsored training program. These attitudes are described and then compared to changes which occurred during the training period.

Job Aspirations. To get an idea of the job aspirations of the trainees, as well as some notion of why they might be taking the course, we asked:

"If you had a chance at a job for which you are qualified or could learn, what would it be?
What are your reasons for making this choice?"

Although the men had just volunteered to take a course in foremanship, only slightly

over two-fifths of them aspired to this type of job. About one-third desired higher clerical and managerial jobs, and less than one-seventh said they would be satisfied with skilled manual work. No doubt many of them hoped that the training program would help them become foremen, and start their climb up the management ladder.

Did the training program make foremanship a more attractive goal? Apparently not, for job aspirations shifted upward during the course. At the end of the course a significantly smaller proportion wanted to be foremen. The course apparently sharpened job goals. Twenty workers at the beginning signified no occupational preference or vaguely wanted a job "as high as possible," while only seven gave these responses when they completed the course.

Attitudes Toward the Company. The success of a foremen training program depends in large measure on the attitudes that workers have toward the company, its policies, its supervisors, and toward fellow employees. We asked:

"Take a minute to think about how you have been treated by your employers here and at other places. How does this company stack up against other companies as a place to work? Can you give us some reasons for your opinion?"

Nine-tenths of the trainees rated the company "above average". The reasons they gave related almost entirely to the personnel policy and human relations atmosphere. Almost no mention was made of wages and physical surroundings of work.

Despite the fact that there was little room for improvement, a small increase in favorable attitudes was indicated at the end of the course. Apparently the *general* attitude toward the company was positive and not significantly changed during the course.

Attitudes Toward the Company's Job Placement Efforts. To the worker, few things are more important than satisfactory job placement. This is especially important to those who have high aspirations, as did these trainees. This question was asked: "How does this company rate in fitting a man to his job?" Surprisingly, most of the trainees thought that the company did only an average-to-good job in placing its workers. Slightly over one-half stated that company performance was average in fitting a man to his job. Slightly over one-third thought the company did a good job. Only nine per cent thought that the company's performance was poor.

Was there a change or clarification of attitudes toward the job placement practices of the company? If anything, the trainees became more critical. There was an eight per cent decrease in the proportion rating the company's job placement effort as "good", a six per cent increase in the "average" response, and a two per cent increase in the "poor" response. Another apparent result of the instruction was that the attitudes of the foremen and other trainees became very much alike. This rapprochement meant that the foremen became generally more critical than the workers.

We may only speculate why a more critical attitude was evident at the termination of instruction. Perhaps the teaching stimulated both workers and foremen to visualize the possibility of creating a better job-fitting program.

Rating of Immediate Bosses as Supervisors. The question was asked, "How would you rate your immediate supervisor as a boss?" The answers revealed that the trainees considered their immediate supervisors to be generally "good". Over two-thirds ranked their bosses "good" or "above average", and almost three-tenths ranked them "average". Only four per cent thought they had poor supervisors.

At the end of the course, the trainees' attitudes were somewhat more critical. There was a six per cent decrease in the "good" ranking and a nine per cent increase in the "poor" ranking. Reasons for the rising critical attitudes toward the supervisors are unknown. However, the instructor had devoted much time to the subject of good or ideal supervision. No doubt the trainees compared the kind of supervision they saw on the job with the kind of supervision that should ideally exist.

Of the foremen, ninety per cent rated their supervisors as "good" at the beginning of the course, and this percentage remained unchanged at the end. Perhaps one reason why the foremen did not become more critical of their supervisors may be that they had first-hand knowledge of the difficulties encountered in supervision.

Suggested Policy Changes. Since these trainees were aspirants to management jobs, it was assumed that they probably had given some thought to what policy changes they would like to see. So we asked them:

"If you had the chance to change one or more policies or practices of this company, what would you do? Please give us your ideas in detail."

Most of the trainees gave this question considerable thought and some of their answers ran to a page or more. At the beginning of the course, eighty-nine trainees made 113 suggestions. Only eight per cent had no suggestion to make, expressing complete satisfaction with the present company policies. Almost three-quarters of the suggestions concerned human relations—less than one-fifth with technological changes.

At the end of the course the suggested changes in company policy were even more forcefully expressed. Apparently the course increased the awareness of the human problems of supervisors and managers. Eighty-four per cent of the trainees' suggestions dealt with human relations and only twelve per cent with technological changes. Whereas eight per cent had no suggestions at the beginning, only four per cent had none at the end of the course.

Attitudes of Non-Participating Workers Toward the Training Program. The success or failure of any program ultimately rests upon the attitudes and sentiments that the rank and file of workers have toward it. The trainees were asked to report how their fellow workers felt about the training course. When instruction began the trainees were rather optimistic about other workers' attitudes. Almost three-quarters stated that their fellow workers were favorably disposed toward the program. They conceived the prevailing sentiment to be, "If you think you can better yourself, go ahead."

The feelings expressed at the end of the course were entirely different. Responses

in the "favorable" category dropped from almost three-quarters to slightly over one-quarter. Not only were "unfavorable" responses doubled at the end of the period but another 22 per cent left the question unanswered. There can be no doubt that the workers developed a considerable amount of antagonism toward the trainees. The program tended to split the workers into two factions, the trainees and the non-participants.

Obviously, the results of the training program were not those planned. A box score of changes in attitudes as "positive" and "negative", from the company's point of view, reveals six areas of increasing skepticism or hostility and only one area of slight endorsement.

By the end of the training period, the occupational goals of the participants were raised unrealistically higher. They considered the job placement practices of the company with increased skepticism. Not only did they rate their supervisors more critically, but they attacked with greater vigor the existing working conditions and company's human relations policies. Far from indoctrinating the trainees with pro-management attitudes, the course engendered hostility in them, and stimulated even greater suspicion among the workers in the shop. The factors responsible for these unintended consequences may be briefly outlined.

REASONS FOR UNEXPECTED RESULTS OF THE PROGRAM

First, management changed the planned program in haste and acted in bad faith. The presence of an unexpectedly large captive audience persuaded management to change its objective from training to indoctrination.

Second, the company employed a poor recruitment method for training men. It over-played the importance of this program, for the men were made to feel they had legitimate right to become foremen.

Third, the purpose of the training program became suspect. For example, before the course was finished it was reported that another would soon begin. Not only did this idea strike the trainees as a threat to their "educational investment", but there were no signs of promotions or company expansion.

Fourth, there was poor "clearance" with the union. Although the company informed the union of the training plans it did not communicate and get approval or endorsement of closely related plans.

Fifth, the training program was poor in conception, substance, and execution.

The implications of this study are clear. When human relations are satisfactory, it is best to leave them alone, and not introduce a faddish program to improve things. Once a training program is inaugurated it should be strictly educative and not indoctrinary in nature. Also, training in human relations is a highly complicated job and should *not* be carried on by those with inadequate training and partisan perspectives. Most important, the impact of the program on the social structure of the *entire* plant (including the union) must be kept in mind.

Whatever he's called, the "Personnel Technician" is emerging or has already emerged as a key member of the personnel administration team. The author urges that the job be given a single name, which would help win for it the recognition it deserves, and that colleges offer courses designed especially to train people for the job.

Let Us Recognize the "Personnel Technician"

By JESS E. WILSON

Anglo California National Bank, San Francisco

FEW occupations have had as rapid or as great an evolution as personnel management. With the coming of collective bargaining, social security, benefit and welfare plans, wage-hour legislation, payroll taxes and government regulation, the personnel man has acquired recognition as a member of top management. Indicative of increasing personnel responsibility are the moves from a single-column to a multi-column payroll, from the open to the closed shop, and from job shortages to manpower shortages.

Since the early '30s there has been an ever-increasing field of knowledge to be mastered by the personnel officer. Today, keeping abreast of current legislation, court interpretations, wage and salary regulations, benefit plans and the personnel practices of the employment area demands full time study and research. The task of merely keeping informed is so great that there is not enough time for the personnel manager to do the other work for which he is responsible.

PERSONNEL DIRECTOR NEEDS HELP OF TRAINED PEOPLE

Clearly, the personnel manager of a large company today needs help. His work load must be divided. This division may be between the personnel manager and an assistant, or even several assistants, each of whom may in turn head a major operating sub-division.

No matter how the work load is divided, there are essentially two functions involved, i.e., personnel administration and personnel research. There is a growing realization of the importance of the research function. It is equally important that recognition be given to the person required to do the job, the "personnel technician."

The personnel technician should have an understanding of the principles of salary administration, and be familiar with current wage and salary regulations, wage-hour legislation, job and employee evaluation systems, and payroll practices. He should have a working knowledge of benefit programs such as retirement plans, group hospitalization and medical care, group life insurance, unemployment insurance, as well as sick leave and vacation plans. He should be informed on personnel policies and practices, for both the industry and the area.

Though personnel technicians are on the job today in many personnel offices, they are seldom recognized as such. Perhaps this is because they are frequently known by such titles as Assistant Personnel Officer, Assistant to the Personnel Manager, and Director of Personnel Research. In some cases they are called Personnel Specialists or Procedural Analysts.

It is important that the confusion caused by this heterogeneous titling be cleared up, and that the wide-spread existence of a job of this nature be recognized. Such recognition should induce more men to train for this type of work. There are few personnel positions for which training is more important, or which lend themselves so readily to training.

PERSONNEL TECHNICIANS LESS OFTEN "HOME GROWN"

A personnel counselor, placement interviewer, or even a personnel manager is best when "home grown". His greatest asset is a feeling on the part of the employees that he is their friend and understands their problems. The number of employees he can call by their first names is almost a measure of his effectiveness. The man who comes up through the company, who is well liked, who has natural inclination for working with people and a sincere interest in them, may become an excellent personnel manager, and there are many who have been "home grown" this way.

The personnel technician, on the other hand, must know the various ways to keep records, how to establish procedures, how best to state policies. This requires perspective. Often this perspective is best acquired by experience in more than one company. For this and other reasons, examples of successful personnel technicians who have come into the personnel office "from the back shop" are few.

The personnel manager and the personnel technician should supplement one another. To work well together, it is essential that the technician and manager shall each be willing to work within his own area. The manager should be primarily concerned with administration; he should rely upon the technician for the research needed to formulate policies and procedures.

This does not mean, of course, that the manager should abdicate his right to determine the policies and procedures to be studied, to decide when additional information and study are required, and then to pass upon the acceptability of the results. However, other demands upon his time are such that he must avoid doing work that may be delegated. He must have the faculty for evaluating the recommenda-

tions and findings of the technician without duplicating the detailed research study they required.

Likewise, the personnel technician must be content to stay within his field and avoid involvement in the administration of the personnel program. He must be careful not to usurp the authority properly vested in the personnel manager. He must avoid counseling directly with either employees or managers except when specifically directed to do so by the personnel manager. Even in such cases he should limit his advice to a specific problem so that he will not establish the practice of by-passing the manager. He must remember that it is the responsibility of the personnel manager to speak for the department, and that the manager must make all personnel policy decisions except those which management has reserved to itself.

SPECIAL COLLEGE COURSES NEEDED FOR TECHNICIANS

How, then, can personnel technicians be developed? If they can be trained, what type of training is required? The technician must know facts, principles, practices and theories. Though these may be gained through a long and carefully guided apprenticeship, the danger here is the possibility that the information may be gained without acquiring the perspective necessary for proper application.

Today we need the assistance of colleges and universities in the development of personnel technicians. There are, at present, some universities offering courses in personnel administration, vocational psychology, labor relations, and similar studies. However, these subjects are normally too general to provide the type of information required by the prospective personnel technician. To properly cover this field of knowledge, courses should be offered in: wage and salary administration; job evaluation; employee evaluation; employee insurance programs (group life, medical care and hospitalization, retirement and annuity, unemployment, etc.); recruitment and placement; wage-hour and other Federal state welfare legislation; leave, vacations and payrolling; personnel procedures; and the many other subjects in the personnel field. This information requires a course for each of the subjects listed. They cannot be covered adequately in a few class sessions.

By the recognition of the personnel technician position, three ends are served. *First*, the highly technical phases of personnel work today constitute a field of specialization requiring the full time services of men trained in this aspect of the field of personnel. By recognizing the job for what it is, better selection, fuller delegation of responsibility and more proper compensation are possible. *Secondly*, the technical knowledges are such that extensive training is required to master them. Only by a full understanding of the extent of the training needed can adequately prepared personnel technicians be developed. *Thirdly*, such training should be expedited by the development of adequate courses of study to cover fully the many types of information required of one serving as a personnel technician. It is of the utmost importance that the facilities of our large universities be enlisted for this purpose.

One of the supervisor's main jobs is to keep his people in a frame of mind contributing to sustained good production. To do this he needs to understand both himself and his people, and to have constructive attitudes. The authors cite a role-playing case designed to develop counseling skill.

Training Supervisors to Counsel

By JULIA AND LESTER TARNOPOL, Management Consultants
Luckmann-Tarnopol & Associates, San Francisco

OFTEN an employee's complaints mask his true grievances. Suppose Bill, an employee, approached his supervisor with this complaint, "I can't make any money on this job because I have to keep setting up the machine for new material." The supervisor might answer this by explaining to Bill that all jobs are given out in a fair manner after careful consideration of all factors.

Suppose, however, Bill's real problem is that he is feeling low and unappreciated because a new machine was given to a man with less seniority. He has never understood why. The supervisor's explanation doesn't answer Bill's hurt feelings. Moreover, Bill has been cut off and he may never have a chance to tell his full story. If this happens, he will leave the office disgruntled without gaining any understanding of why he feels dissatisfied. Despite the explanation, Bill will continue to feel he is being treated unfairly.

UNDERSTANDING OF PEOPLE NEEDED BY COUNSELOR

Here is a case which requires real understanding on the part of the supervisor if he is both to locate Bill's real problem and successfully handle the situation. This is clearly a problem requiring skilled counseling. Yet, this is not an unusual matter for a supervisor to be called upon to handle. In fact, much of his job today involves counseling-type situations.

Many of the supervisor's daily tasks require knowledge of people, and could be made more effective by training in counseling. Such training can be of assistance to the supervisor both in his leadership of groups, and in his face-to-face relationships

with employees. As a matter of routine the supervisor deals personally with employees in:

1. Interviewing candidates for a job
2. Inducting new employees
3. Training new employees
4. Giving out work assignments
5. On the job training
6. Inspecting and checking work
7. Introducing procedural changes
8. Discussing an employee's progress with him
9. Handling complaints and grievances
10. Listening to employees' personal problems
11. Exit interviews

All of these require skills in handling people. These are acquired skills and so may be developed by training.

Consider, for example, "handling complaints and grievances". Generally the first-line supervisor is the natural person to handle them. He usually has intimate knowledge of the employee's personality and general home and job situations. He is also most likely to be there when trouble arises on the job. How will he handle the complaining employee? Will he end the interview with the employee feeling satisfied and friendly or will he achieve the opposite effect? Most supervisors are not prepared to properly counsel employees unless they receive a good deal of training. Since a change in attitude on the part of the supervisor is often essential to achieving positive results, role-playing proves to be a valuable training tool.

ATTITUDES DETERMINE SUCCESS IN HUMAN RELATIONS

In the broadest sense, the study of employee counseling can achieve three main values. First, it can deepen self-understanding in the supervisor. Second, it can help the supervisor to understand and treat the employee as an individual person. Third, it can help the supervisor acquire positive, constructive attitudes towards employees. It is these attitudes which will really determine the value of the supervisor's counseling, as well as his total human relations effectiveness.

Here is a sample role-playing case used to train supervisors. The setting and situation are explained to the class and then two supervisors role-play the parts. This is followed by general group discussion of the case. It will be interesting to analyze the technique used by a supervisor who had received training in counseling and who acted the part of the supervisor in handling a complaining employee.

SETTING: Bill Jones, employee, eight years with a Paper Company, works a paper cutting machine. Though he is generally well liked, he is known as a chronic complainer. He is dependable and good in his work and his production is above average.

He is married, has four children and is forty-two years of age. His supervisor, Fred Cork, is comparatively new to him. He has been with him for three months. Bill has gotten along fairly well with Fred but does not think Fred is the man his former supervisor was and has been quite critical of him.

SITUATION: Recently a new machine has been installed in the department. Bill thinks he should have been assigned this machine. He decides to have it out with Fred, his new supervisor.

Fred is sitting in his office working over some papers when Bill comes in.

Fred: (looking up from his work). Hello, Bill. What's on your mind?

Bill: Hi there, Fred. Guess you're busy.

Fred: Sure am, but have a seat. These new schedules take a lot of figuring. How are you today, Bill?

Bill: Well, I'm not feeling very good. Seems like I'm getting more jumpy and nervous all the time.

Fred: That's so? How come, Bill? What's been happening to you?

(Supervisor realizes from Bill's response that something is bothering him. He now shoves his work aside and pays full attention to what Bill has to say.)

Bill: I don't know. Things don't seem to be running as smoothly as they used to. So much racket around here a man can't get his work done. Makes me so jumpy that when I get home my wife wants to know what's the matter with me.

(This vague complaining does not give Fred much idea of what's really bothering Bill. Fred knows Bill must be leading up to something so he tries to keep the conversation open so that Bill can become more definite.)

Fred: Is that so? I guess I hadn't noticed any change because I'm new here.

(With this remark, Fred acknowledges the implied criticism without becoming defensive. He still wants to find out what is bothering Bill without getting into an argument or up a blind alley.)

Bill: Well, it seems to me things are a lot noisier. Now take that darned machine of mine. Why, it's getting worse every day. I can hardly hear anything else because of the racket it's making.

(Bill now shifts his complaint directly to his machine. This gives Fred a clue that something about the machine is bothering Bill. Since Bill's machine is no worse than most of the other machines, he is still not sure what is the matter with Bill.)

Fred: Have you been having trouble with your machine, Bill?

(Fred reflects Bill's feelings about his machine with this question.)

Bill: Well, you might not call it trouble, but lately you've been giving me a lot of changes in schedules, and you know that means I have to set that machine up for each change, and it's just been one darned mess.

(With this new complaint regarding changes made on the machine, Bill continues to build his case about the difficulties of working the machine.)

Fred: Guess you've been getting a lot of changes lately, Bill; sometimes that's the way business is. Got a new set of schedules on my desk this morning to give out.

(Fred agrees with Bill and doesn't argue the points Bill is making with him. He does *not* try to use his authority to tell him that's his job.)

Bill: Well, I don't think it's fair for you to give me so much of this stuff. Seems to me I've been getting most of this change-over work.

(Bill is still unable to come out with his real grievance because in the presence of his supervisor it is more difficult to justify his right to the new machine than it is to himself or his wife. He therefore substitutes this complaint for his real complaint.

Fred must be very astute in following Bill's conversation. If he picks up this complaint as the real complaint there will develop a discussion around the scheduling of work which really has nothing to do with what is bothering Bill. This would leave both Fred and Bill dissatisfied since Bill is likely to resist any solution which might be offered to this substitute, but unreal, problem. The supervisor must therefore test whether this is the real problem, and if it is not, continue to try and find what the real problem is.)

Fred: Guess this is something we should have talked over before, Bill. I want to be fair with all you fellows—seems like a lot of things have been bothering you lately.

(Still agreeing with Bill, but trying to get at Bill's problem. This remark tends to make Bill somewhat defensive and less willing to confide in his supervisor.)

Bill: (Hotly) Well, all the fellows out there know I'm getting most of the changes. They're all laughing at me. It's getting my goat.

(With this display of feeling, Fred sees for the first time that Bill reacts very quickly to anything he feels puts him in an inferior position. The supervisor begins to understand that something has caused Bill to feel he has lost prestige with the group.)

THE REAL "GRIEVANCE" BEGINS TO EMERGE

Fred: (Calmly and confidently) Why, Bill, in the short time I've been here I've found you to be one of my most reliable workers. If you've been getting more of the change-over work than the other fellows have, it's because I took for granted that you would do it right without a lot of wasted time.

Bill: That's good to hear, Fred. I know these schedules aren't all your fault. It's just hard to get them out on that machine of mine. After all, Jim got a new machine. How about my getting one too?

(After listening to this statement, the supervisor is sure that Bill needs more recognition, but is not sure whether the problem of getting a new machine is what brought Bill in to see him. He decides to explore further to find out.)

Fred: Well, that's a thought, Bill. You feel you need a new machine?

(Fred tests to find out how important the new machine is to Bill. He is reflecting Bill's feelings.)

Bill: I could certainly use one. I'm always having to fool around with that rattletrap of mine—something always needs fixing.

Fred: I expect that's so. Of course some of the machines are in even worse shape than yours.

Bill: I feel I'm entitled to a new machine because I've been here even longer than Jim, and he got one.

(This forthright statement by Bill makes the supervisor feel sure that he was on the right track, i.e. that a new machine has become Bill's problem since he feels he lost prestige when it was given to a man with less seniority.)

Fred: Yes, you've been here seven years—two more than Jim—and certainly have priority by seniority.

Bill: I don't mean that Jim didn't need a new machine. His was in bad shape—probably worse than mine even—but it just doesn't seem fair that he got a new machine before I did.

HAVING FOUND THE REAL TROUBLE, SUPERVISOR GOES TO WORK

Fred: I'm glad you brought this matter up since it has been bothering you. I think I know how you feel. We had to replace Jim's machine—it was giving us nothing but trouble. It would have been very difficult to switch Jim to your machine which is very different from his. And we would have had to break you in on the new machine. We gave the machine to Jim because it was similar to his old one, but I admit it probably doesn't seem fair to you. It was not easy to decide what to do.

Bill: Yeah, I can see that. There's more to it, I guess, than I figured. Jim would have a heck of a time with ol' Betsy. I didn't want his machine—I just wanted a new one myself.

Fred: Bill, I don't know when we will be getting another new machine, but I can promise you your machine will be given every consideration for retirement when we do. I want you to know that I appreciate your work in spite of the difficulties you have brought out. Your production is always right at the top. I know you are

one of our most reliable workers, and I guess it was partly because you have done so well on Betsy that I did not want to trust her to a new man.

Bill: OK then. I can tell you I feel lot's better about things now. I know you got your problems too.

Fred: Now about those schedules—I can change some of them if you want me to. How about coming in after lunch and we'll go over the work together?

(Knowing that the problem has been solved, but leaving the door open for further discussion.)

Bill: OK Boss, whatever you say is all right with me though. I'll be seeing you after lunch. Gotta get back to work now.

About the Authors

William H. Form is a professor in the Department of Sociology and Anthropology at Michigan State College, East Lansing. After acquiring his Ph.D. at the University of Maryland in 1944 he taught there and at Kent State University. His main interest is in industrial and occupational sociology. With D. C. Miller he authored a book *Industrial Sociology*, published by Harper in 1951, and has also written numerous articles for professional journals. Professor Form serves as consultant in industrial relations, Continuing Education Center.

Arnold L. Form, the other half of the brother team, is also a professor at Michigan State, in the Social Science Department. He took his doctorate in 1952 at that college having taught for ten years in public schools of New York state and at Michigan State. He is interested chiefly in evaluation of personnel services and personnel training, about which he has written for publication. At one time he was assistant to the director of public relations in Rochester's Department of Commerce, and has done clinical counseling at his college's counseling center.

Jess E. Wilson is a working illustration of the "personnel technician" whose recognition he calls for in this issue. Now in the personnel department of The Anglo California National Bank of San Francisco, he was formerly with the Trans-Arabian Pipe Line Company. For both he developed and installed job evaluation and salary administration programs, and has had a hand in many of the personnel activities he mentions in his article. Mr. Wilson did graduate work at Syracuse University and the University of Southern California before serving as assistant director of personnel for the Federal Power Commission, and personnel officer of the Foreign Economic Administration, and the Office of Foreign Liquidation.

Labor agreements should be both understandable and reasonably readable. Legalistic mumbo-jumbo sometimes serves only to bewilder. Since most grievances arise from misunderstanding, clearing up muddy expressions in company-union contracts could save many an arbitration fee.

Put Contracts in Plain English

BY THOMAS C. KENT, Director of Personnel
Daisy Manufacturing Company, Plymouth, Mich.

MANY of those frowns on the faces of the folks out in your plant are not necessarily due to their dislike of the supervisor . . . or of the company. It's because they're puzzled. They've been trying to read the Union-Company contract.

Listen to this: "Employees failing to meet properly set standards of production or quality or failing to satisfactorily handle the work in the occupational group to which they have been regularly assigned (unless due to causes beyond their control or the standard is in dispute) or employees not co-operating in the introduction and operation of new equipment or new production methods, may be transferred to lower wage classifications or otherwise disciplined but shall have the right to have such penalties reviewed in accordance with the grievance procedure."

UNDERSTANDABLE AGREEMENTS IMPROVE LABOR RELATIONS

That little gem, from the contract of a midwestern manufacturer, might have said: "Failure to meet production standards may result in transfer of the employee to a lower-paid job. Employees retain the right, however, to appeal such a transfer through the grievance procedure." In this second version 54 words, many of them adding little to the sense of the paragraph, were dropped. Other words were shortened.

In the interests of good labor relations, it's time we reviewed our union agreements from the standpoint of *understandability*. In most of them there's far too much legalistic phraseology.

Here's a random sampling of redundancy and clichés from a single page of another agreement: "*deemed and held.*" "*hereinafter referred to.*" "*hereinabove stated.*" "*The parties hereto and any employees affected shall perform and abide by.*" As far as the average employee is concerned, our labor agreements are strictly labored. Without a

doubt, some of the legal eagles will lift learned eyebrows at a few of these observations, and solemnly warn all hands about the pitfalls of contracts not worded in the stilted phraseology common to the law-courts.

But it should be fairly widely accepted by now that labor contracts are "living documents", as Walter Reuther cogently phrased it in another sense. Why shouldn't they be couched in the living language? Their sole purpose is to define clearly for all parties the paths which union members and management representatives must follow.

Grievances, in most cases, arise out of misunderstanding on somebody's part. If the "misunderstanding" is deliberate, it only strengthens the case for clearer language. Arbitrators and umpires have become necessary because of the inability of companies and unions to agree on the meaning of contract phraseology. When you've paid a skilled arbitrator \$100 to \$150 a day to tell you what it says in your union contract, somebody has been guilty of writing a poorly-phrased contract.

As a sample, here's a little dandy: "Company and union agree that the time standards are not negotiable, but must be considered correct unless otherwise found in error." Wonder what they had in mind? The company whose contract it helped to confuse built a great many automobiles last year—and we'll wager they paid legal retainers totaling many, many thousands of dollars. It would be interesting to know the cost of the man-hours involved in grievances which questioned time standards which were "not negotiable but must be considered correct unless otherwise found in error"!

PLAIN WORDS AND SHORT SENTENCES CONVEY CLEAR MEANING

To serve their purpose, union contracts should clearly define the paths of right and wrong for all parties. When they do, the number of grievances declines. Before signing your next union agreement, check its understandability.

Use short, simple, words. If you use more than 165 syllables for each 100 words, you aren't being understood. You're writing for college graduates, not production employees.

Use familiar words. The fewer legal or technical words the better. We're told that the average top business executive's vocabulary contains upwards of 50,000 words. But the average man-on-the-street will recognize less than 10,000 of them.

Get rid of rubber stampisms like "hereinbefore," "aggregated," "shall be subject to," "hereto," and all of their confusing ilk.

Use short sentences. For easy reading and understanding, few sentences should exceed fourteen words. Paragraphs of more than 40 words border on the monotonous and confusing. No foreman's attention should lapse when reading your union contract.

Of late years, there has been an unfortunate tendency for union contracts to become more and more voluminous. Several in the writer's file exceed sixty printed pages in small type, pocket size. One has 150 pages; another more than 190! A lot

of people think that, the more carefully phrased and legalistically expressed the contract, the more grievance situations can be avoided. But I doubt it. The best formula yet devised for good relations with the union is: Write a simple agreement, in good faith. Then live up to it, in good faith. Nobody ever won friends by proving he was cleverer than they.

Even the man in the plant will appreciate it when he can understand his own contract with management. Certainly he's less apt to believe he's mistreated if he knows *exactly* what the company can do for him, and what it can't.

The writer, too, is guilty. There are a couple of turgid paragraphs in our last union contract nobody is very clear about—including the director of personnel!

About the Authors *(Continued from page 221)*

Mrs. Julia R. Tarnopol is Associate Director of Research and Training with Luckmann-Tarnopol & Associates, management-engineering consultants, San Francisco. She has degrees—B.A., 1945 and M.S.W., 1948—from the University of California in L. A. and the University of California, respectively. She was lecturer in social welfare, Graduate School of Social Welfare, at the university from 1948 to 1952. Formerly a consultant to, and director of research for, the Oakland Council of Social Agencies, Oakland, Cal.

Lester Tarnopol is Director of Research and Training in the firm named above. He is on the faculties of psychology and engineering of the City College of San Francisco. Has a BS and a MS from the Massachusetts Institute of Technology, and an ScD from Harvard. He has been associated with Loyola University in L. A. as professor of mathematics, with the University of Kentucky as associate professor of metallurgy, with the University of San Francisco as visiting lecturer in education, with the University of Southern California as lecturer in metallurgy, physics and mechanical engineering, and with Harvard as research associate in geophysics.

Thomas C. Kent, Director of Personnel, Daisy Manufacturing Company, Plymouth, Michigan, has been active in the personnel field since 1939, except for a 4-year interval during World War II when he was in the Naval service. A graduate of the University of Detroit, he has been a staff lecturer in the Bureau of Industrial Relations at the University of Michigan and has written for several personnel and labor-relations journals.

BOOKS

Toward a Better Understanding of Group Dynamics

By Doris D. Hay

GROUP DYNAMICS. Edited by Dorwin Cartwright and Alvin Zander. Row, Peterson and Company, Evanston, Ill. 1953. pp. 628.

LEADERSHIP AND GROUP PARTICIPATION. By William Foote Whyte. New York State School of Industrial and Labor Relations, Cornell University. Bulletin No. 24, May 1953. pp. 49. \$.35.

PATTERN FOR SURVIVAL. Teachers College, Temple University, Philadelphia. Fels Group Dynamics Center. 1952.

The term *Group Dynamics* is properly applied to the study of the laws underlying group behavior. The late Kurt Lewin, who believed that the forces underlying group life could be revealed by scientific experiment, is the father of the present widespread research on the subject. *Group Dynamics: Research and Theory*, edited by Dorwin Cartwright and Alvin Zander of the Research Center for Group Dynamics, is a collection of reports of such research prepared by fifty scholars. Hypotheses derived from observation have been submitted to analysis and controlled experiment and the results have been classified in this book under six major headings: Approaches to the Study of Groups, Group Cohesiveness, Group Pressures and Standards, Group Goals, Structural Properties of Groups, and Leadership.

These papers, previously published as chapters in books or in scientific journals, are not written for popular consumption

but would be readily understandable to personnel and training directors and others who direct groups. Many of the situations studied were set up in college classrooms but teams have also gone into industry, housing projects and social work groups. The United States government has promoted such research in Naval, Air Force and Army units.

The editors have purposely omitted the pioneer work in this field and have confined themselves to descriptions of projects now in progress. In the introductory chapters which precede the papers in each classification, references to background literature on the subject are given. The book is planned for use as a text in social psychology as well as in courses on group dynamics.

APPLICATION TO INDUSTRY

Of special interest to personnel workers is chapter 19 by Lester Coch and John R. P. French, Jr., which describes resistance to change. The experiment involved three degrees of participation by workers in planning how groups transferred from one department to another should be handled. The results indicated that the more the worker participated in planning, the faster maximum production was reached.

Jacob Levine and John Butler repeated Lewin's classical experiment regarding group influence on changing behavior in

an industrial situation, and report it in chapter 20. Their problem was to find the most effective method of getting supervisors to improve ratings of workers' performance. Their findings confirmed Lewin's original findings—that is, that group discussion followed by group decision is much more effective than the lecture method.

In Chapter 21 a summary is given of a number of Kurt Lewin's studies in group decision. Chapter 23, another that is especially interesting to workers in industry, describes the relative value of co-operation and competition in reaching goals of group effort.

The section on leadership is well worth reading by people engaged in training processes. Especially helpful is chapter 40 which describes leader behavior and member reaction. Experiments proved what most good trainers know, that leadership is most effective when the leader shows respect for the purposes and goals of the individual worker.

That the principles of group dynamics can easily be misunderstood by people with only a superficial experience in the field is the caution expounded by Dr. William Foote Whyte in *Leadership and Group Participation*. While not a how-to-do-it manual, it is written in simple language and describes successful group projects as well as those that failed to produce measurable results. Two chapters make especially interesting reading—"Freudian Concepts of Group Relations" and "The Contribution of a Discussion Leader to the Quality of Group Thinking—Effective Use of Minority Opinions".

Another publication of interest is *Pattern of Survival*, the little report of The Fels Group Dynamics Center of Temple University, Philadelphia, whose primary purpose is training for democratic living. The center, which opened in the Fall of 1950, aims at a continuous application of the accumulating body of knowledge of group dynamics to social action.

Other Recent Books

THE WRITINGS OF THE GILBRETHS. Edited by William R. Spriegel and Clark E. Myers. Richard D. Irwin, Inc., Homewood, Ill., 1953. pp. 513, vii. \$7.50.

Nine books condensed into one, this work is a major contribution to the management field. About eighteen hundred pages have been edited to bring you the essence of the famous writings of the Gilbreths. These early books, 1908 through 1917, are no longer readily available. Too, this work serves as an excellent companion to the compiled reprint of Taylor's books (Harpers, 1947). There are many references to Taylor's books and the editors tried to minimize duplication "found in detail in other writings" and within the Gilbreth books.

The books edited are Field System 1908, Concrete System 1908, Bricklaying System 1909, Primer of Scientific Management 1914, Motion Study 1911, Applied Motion Study 1917, Motion Study for the Handicapped 1917, Fatigue Study 1916 and The Psychology of Management 1914.

Readers of PERSONNEL JOURNAL, in particular, will be interested in this compilation. It stresses repeatedly the relationship between the productivity gained from "scientific management" and the better living, greater job satisfaction and higher personal development we all derive as a result.

All readers will find these writings quite modern in their stress upon "cooperation within industry" and "recognition of the individual." In addition, my reaction

is that many fundamentals set forth here are still far in advance of common practice. Maybe Jim Rice's comment, that it takes fifty years for a new idea to be adopted, dates some principles written here at 1960 or later.

The *how* to reduce enormous waste in industry is greatly overshadowed by the *why*, as I read this book. Therefore, it should be read by all management men, especially union leaders. My experiences suggest that we can look forward to much greater improvements in our living standards than those we have already enjoyed. The *when* depends mainly, as I see it, upon overcoming our too human trait of "resistance to change".

Phil Carroll

ARMY PERSONNEL TESTS AND MEASUREMENT, TM 12-260. Department of the Army, April 1953. pp. 125, \$.55.

This is a well constructed and clearly written description of all the problems encountered in establishing tests or other measures of Army personnel for placement. Most of what is said would apply equally in industry.

The manual is written for the layman, but was prepared by professional people. In addition to a chapter on personnel measurement as an aid to personnel management, there are chapters on the technical problems of criteria, the meaning of scores, ratings, self description methods, etc. It is technically sound and would be informative to anyone not trained in this field, but who wishes to gain a good over-all understanding of the problems of tests and their use. About the only flaw that can be found is the excessive and improper use of the word technique as a synonym for method.

Copies of the manual may be obtained from the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C.

E. N. H.

JOB EVALUATION IN AUTOMOBILE AND AUTOMOTIVE PARTS INDUSTRIES. By W. R. Spriegel and E. Lanham. Bureau of Business Research, The University of Texas. pp. 188, \$1.00.

This is the fifth of a series of personnel studies, all but one of which have surveyed the activity in several industries in job evaluation. It is an examination of the practices and methods used by 64 automobile and automotive parts manufacturers. It is essentially factual and will be of interest to anyone connected with those industries.

E. N. H.

THE EFFECT OF TRAINING ON DISCUSSION LEADERSHIP—*An Experimental Test*. By Norman R. F. Maier in *Human Relations*, a quarterly journal, volume 6, number 2, 1953. Published by Tavistock Publications Ltd., London, and The Research Center for Group Dynamics, Ann Arbor, Mich.

How to maintain personnel satisfaction while changing established work methods is the theme of this 12-page study. The described experiment, of traditional design, was conducted during a program in which 176 frontline and intermediate management personnel were given 8 hours of training and 4 hours of discussion on permissive techniques of handling group discussion.

Multiple role playing was used in dealing with a practical problem involving a change in work where there is resistance to change. The identical problem and roles were assigned to 44 groups of the trained personnel and to 36 groups of untrained personnel of comparable management status and background. Four men were in each group.

Maier reports that about equal proportions of both kinds of groups achieved a successful decision. The most striking of his findings reveal a significant difference in numbers of compromise solutions and failures reported. 50% of the untrained

groups failed completely to reach a decision as against 4.5%; while 36.4% of the trained groups arrived at compromise solutions as against 0%.

Employee (participant) satisfaction was equal regardless of the style of leadership in those groups where solutions were achieved, but was significantly in favor of the permissive groups where failures occurred.

While the study is well-designed to find solutions to questions raised by Maier, it is possible that other treatment could have been applied with even more fruitful results. One wonders, for example, what the results would have been in groups where only the leader was trained. With the large number of groups involved, this variation would have appeared feasible.

As with all experimental studies, generalization of findings should be limited to the sample and conditions involved. Maier, of course, is well aware of this and is cautious in his conclusions. One can't help wondering whether the results would have been the same under real-life conditions. While Maier raises this question and reviews it sensibly, his reasoning would appear to have more validity if the roles assumed by the participants had been more in keeping with their real-life role in intermediate management.

Nevertheless, this is an interesting report that carries the use of permissive techniques in group discussion a step further. Careful reading should give rise to many constructive ideas for industrial application.

S. M. Rappaport

CASE STUDIES IN COLLECTIVE BARGAINING. By Walter Hull Carpenter, Jr. Published by Prentice-Hall, Inc., New York, 1953. pp. 465. \$4.95.

This book is organized in four main parts: union and management power; negotiation of the agreement; administration of the agreement; third-party settlements of disputes. Under each heading and sub-heading, from three to nine cases are cited. Following each case is a list of discussion questions.

Case No. 4 under "Management Power in Collective Bargaining" deals with the Philadelphia typographical strike of 1948. It will serve as an example. Treatment of the case covers 20 pages. First we are given background information about the printing business, its market, the competitive situation, the cost structure. Then we are told about the union and its place in the Philadelphia picture. Next we learn about the association of employers in the printing business in Philadelphia. Finally we come to the strike—how it was conducted by the union, combatted by the employers through their association, and settled after six months.

Personnel men who want a clearer understanding of the forces involved in labor negotiations, and the methods used by both management and labor in settling disputes, will find this book both readable and enlightening. The author is chairman of the Department of Labor, Babson Institute of Business Administration.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

Leadership Climate, Human Relations Training, and Supervisory Behavior. By Edwin A. Fleishman, Human Resources Research Center, USAF Air Training Command *Personnel Psychology*, Vol. 6, No. 1, Summer 1953, 205-222.

Industrial organizations are becoming more deeply concerned with promoting harmonious working relationships among their members. Evidence of this can be seen in the increasing number of leadership training programs which have been set up in various industries. The few systematic evaluations which have been made of such programs consist largely of pre-post tests of the trained group in the training situation. In contrast, the study described in this article attempted to evaluate a leadership training course for foremen after the foremen returned to the company. The findings seem to indicate that the "back-in-the-plant" leadership climate may be a more important factor when the foremen return to the industrial environment than anything they learned in the training course.

The study was done by means of questionnaires. Four groups of foremen, 122 in all, in a motor truck plant made up the primary group. One group of foremen had not been trained, but the other three had taken the leadership course. Questionnaires were also filled out by 60 supervisors above these foremen and 394 workers drawn at random from the foremen's work groups. Each foreman filled out a Leadership Opinion Questionnaire, a Supervisory Behavior Description which described the foreman's own boss, and a blank entitled "What Your Boss Expects of You."

No significant relationships were found between personal data items and the attitudes and behavior of the foremen. What did seem to make a difference in how

different foremen behaved was the kind of boss under whom the foreman himself had to operate. Those foremen who operated under a supervisor who was "considerate" toward them, tended to express more "considerate" attitudes toward their own workers. The workers themselves also reported that these foremen *behaved* more considerately toward the workers. The same "chain-reaction" effect was observed in "structuring" behavior. Those foremen who were under bosses who planned a great deal, stressed deadlines, assigned people to particular tasks, etc., tended themselves to score higher in their "structuring" attitudes.

Tests given the first day and again the last day of the training course indicated a general increase in "consideration" attitudes. A comparison of this before and after evaluation with what happened in the actual plant situation showed a big discrepancy. The kind of supervisor ("leadership climate") under whom the foreman operated seemed more related to the attitudes and behavior of the foremen in the plant than did the fact that they had or had not received leadership training. If the old way of doing things in the plant is still the shortest path to approval by the boss, then this is what the foreman continues to do. In order to make permanent changes in the foreman's behavior some changes in the plant environment would also seem to be necessary.

The author discusses at some length the interaction between leadership training and the social environment in which the foremen must actually function. He regards his research as exploratory in nature and suggests a number of further investigations which should be made.

Rating Patterns for Maximizing Competition and Minimizing Number of Comparative Judgments Necessary for Each Rater. By Ray H. Simpson, University of Illinois. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 290-292.

The rating patterns described in this article are applicable when the situation contains the following features:

- (a) A large number of individuals or written products are to be ranked.
- (b) The time required for the ranking is considerable.
- (c) A large number of judges are to be used to insure reliability.
- (d) Each individual or product should compete with as many others as possible.
- (e) The group with which a particular individual or product competes should represent a random sample of the total group of competitors.

In a situation of this sort the paired comparison method would be impracticable. For example, if 40 individuals are to be ranked, each judge would have to consider 780 pairs. In another method, each individual is compared with a scale of five selected "key" men. The rating patterns described are much less time-consuming than either of these methods.

The tables reproduced in this article show clearly how the rating patterns are developed. It should not be difficult to modify the method and use it in many kinds of situations.

The Relationship Between Rater Characteristics and Validity of Ratings. By Dorothy E. Schneider and A. G. Bayroff, Personnel Research Section, TAGO, Department of the Army, Washington, D. C. *The Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 278-280.

The Personnel Research Section of the Department of the Army is responsible for

the development of efficiency reports for Army-wide use. In this connection they have made a series of studies aimed at identifying personal characteristics of raters which are associated with more valid ratings. The study reported here was concerned with the validity of ratings by raters differing in three characteristics: aptitude test score, academic achievement, and rated over-all value to the Army.

The subjects were 400 officers enrolled as students at the Army Command and General Staff College. The course was 42 weeks long and the students were in close touch with each other during this time. The officers were grouped in classes of about 35, and they were asked to rate their class associates. In this way each officer served as both rater and ratee. The criterion measure was an appraisal of over-all value to the Army.

The officers rated each other using four techniques: two 8-point scales of over-all value (one signed by the rater and the other unsigned), and two forms of the forced choice technique. Rater groups were divided into highest, middle and lowest thirds on the basis of aptitude test score, final class standing, and on the criterion rank of over-all value achieved. For each third of the groups, separate validity estimates of ratings were computed.

It was found that raters who scored high on aptitude, achievement at the College, and over-all value to the Army produced more valid ratings than did raters who scored lower on these variables. This trend was particularly consistent for the 8-point rating scales.

Psychological and Personal History Data Related to Accident Records of Commercial Truck Drivers. By James W. Parker, Jr., Tufts College. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 317-320.

A research project is being carried out at North Carolina State College at Ra-

leigh, the general purpose of which is to improve the method of selecting truck drivers to be employed by a large trucking company. The subjects for this particular part of the study were 104 truck drivers who were still employed by the company on a certain date, and who had been trained at the Driver Training School. All subjects had been tested at the training school, but in most cases the test results were not used in the employment procedure by the company.

The criterion was the accident rate on the basis of the number of accidents per 5,000 miles. The accidents were classified as preventable and non-preventable by the safety department of the trucking company.

The distributions of scores for the entire sample of 104 drivers on the psychological test data and the personal history data were divided into two groups, accident group and non-accident group, with respect to each of the two criteria, preventable and non-preventable accidents per 5,000 miles. The accident group for each of the criteria was further divided into upper and lower halves, excluding the accident-free group.

T-ratio was run between the means of the groups for each of the variables as follows: between the accident and non-accident groups, and between the upper and lower halves of the accident group. The six variables having the most significant t-ratio were then analyzed by the Wherry-Doolittle method.

Parker concludes:

- "1. A difference seems to exist between preventable and non-preventable accidents.
2. Psychological traits, as well as sensory capacities, are important in analyzing the accident liability for preventable accidents, while only personal history data and sensory capacities seem to be important in analyzing the accident liability for

non-preventable accidents."

The use of accidents per 5,000 miles driven as the criterion is good because it tends to control the factor of exposure to accident hazard. Total number of accidents is more often used as a criterion in such studies.

Predicting Success in Dental School. By Wilbur L. Layton, University of Minnesota. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 251-255.

This article is worthy of attention because it stresses the importance of making validity studies in a specific situation. Since 1946 the Council on Dental Education has sponsored a testing program for entering freshmen in dental schools. This study presents data to show how well these tests predict success in the University of Minnesota Dental School.

The subjects were the classes that entered the dental school in 1946 through 1949. The results of five tests in the battery were correlated with freshman grades in the dental school and also with each other. For the class of 1946 grades for all four years were also available. The coefficients of correlation fluctuate by variable and from year to year; and in general the five tests are not highly related to grades earned by students in the dental school.

The variability in coefficients of correlation suggest that *findings based on one group or a nationwide study should be applied with caution in working with another group* for counseling or admission purposes. This caution applies to the use of norms derived from another situation.

Socio-Psychological Factors in Industrial Morale: II. By Raymond E. Bernberg, Los Angeles State College. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 249-250.

The group morale test on which this study is based is a projective type, paper and pencil test using the "direction of

perception" technique of attitude measurement. There are 34 items in the test, all equally weighted.

The self-rating of morale by the workers was taken as the criterion and the 34 items of the group morale test were analyzed. Four items from the test produced a multiple R of .96 with the criterion. This leads the author to conclude that in developing and controlling work groups it would be wise to give special consideration to the following four factors:

- "(1) satisfaction of men from working together;
- (2) increase in production as a result of group effort;
- (3) intimacy of workers with each other beyond, as well as in, the work surroundings; and
- (4) the individual level of aspiration to get ahead."

Dimensional Analysis of Motion: VI. The Component Movements of Assembly Motions. By Robert Smader and Karl U. Smith, The University of Wisconsin. *Journal of Applied Psychology*, Vol. 37, No. 4, 1953, 308-314.

This article continues the series of studies on the Analysis of Motion which have been appearing in the *Journal of Applied Psychology*. The diagrams show a board with 48 holes and three pin supply bins which can be arranged in different positions. The pins are small, medium and large. The basic principle of operation of the electronic analyzer is that the subject acts as a key in the circuit and thus sequentially activates different relays and clocks during the different stages of the assembly motion.

Forty-six right-handed college students were used as subjects in the experiment. These subjects were given standard instructions to fill the assembly plate with pins according to a sequence, which was kept constant for all subjects. One complete filling of the plate constituted a trial. The subjects performed two trials per day for each of three consecutive days. The as-

sembly motion was divided into four movement components: grasping, positioning, loaded travel and non-loaded travel.

Practice does not affect uniformly different types of movement in the assembly task. The efficiency of the two manipulative movements, positioning and grasping, are changed the most by practice. In contrast, the travel motions show very little change with practice.

The authors stress the fact that the electronic methods of motion analysis described in this report provide, for the first time, economical methods of obtaining reliable measures of movement components in assembly skills. These methods lay the foundation of scientific study of motion in terms of modern experimental designs.

A Validation Study of "How Supervise?" By Joseph Weitz and Robert C. Nuckols, Life Insurance Agency Management Association, Hartford, Conn. *Journal of Applied Psychology*, Vol. 37, No. 1, 1953, 7-8.

This is a study to determine whether "How Supervise?" is related to success as a district manager in an insurance company. Seventy-eight District Managers in one insurance company took the test, and the criteria used were three measures related to volume of sales. Since the managers signed the questionnaires, certain biographical data on each man were also available.

Scores on "How Supervise?" were correlated with the various criteria measures. Most of the correlations were below the five per cent level of significance with the exception of the scores vs. education where more of the correlations are above the five percent level than could be expected by chance alone.

The authors conclude that the test is not valid in this situation for predicting agent turnover or production, both of which they feel should be related to supervisory ability. The only thing this test seems to relate to is education achievement. Is this further evidence that the test really measures intelligence?

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE PERSONNEL FORUM OF CHICAGO has elected new officers. Jane Phillips of Abbott Laboratories, North Chicago, is the incoming president, succeeding Allice Harwood of the Harris Trust and Savings Bank of Chicago. Yvonne Hewitt, of The People's Gas, Light and Coke Co., Chicago, was elected secretary-treasurer, and Hazel Stevenson, of The Commonwealth Edison Co., Chicago, program chairman.

THE EMPLOYMENT MANAGERS ASSOCIATION OF BRIDGEPORT, CONNECTICUT, also has new officers. President is William A. Snow, of the Metropolitan Body Company. Peter J. Reilly, of the Warner Brothers Company, is first vice president; George E. Quandt, Dictaphone Corporation, second vice president. William E. Verespy, the new secretary, who sent us the information, is connected with The Singer Manufacturing Company. Treasurer of the Association is Harmon E. Snoke, of the Manufacturers Association of Bridgeport. Meetings are held the last Tuesday of each month, except in July and August, at the Hitching Post restaurant in Bridgeport.

CALIFORNIA TRAINING DIRECTORS' ASSOCIATION heard Herbert L. Samuelson speak on "Tools and Techniques of Executive Development" at their September meeting. Mr. Samuelson is Manager of Executive Development, Standard Oil Company of California. His talk described the company's program, its objectives and the methods used, placement, and forward planning. Miss Valerie Kuhn, president of Beckman, Hollister and Company, Inc., briefly demonstrated the Roth Memory Development Course.

At a special meeting in August, C.

Ken Beach, Coordinator of Training Services, American Arabian Oil Company, gave some pertinent facts and opinions on executive development and case methods. According to the report in the September *CTDA Bulletin*, he said that executive development and appraisal should extend from the time a new employee enters the firm until he leaves. The program should be a training department function. Beach said that the case method as used at Harvard and elsewhere is excellent in the upper management levels.

TOLEDO PERSONNEL MANAGERS' ASSOCIATION is planning to publish a 1953 edition of the Personnel Roster. The association is also urging members to call the attention of employees to the stimulating after-hours entertainment and education offered by the Toledo Museum of Art.

APPLETON PERSONNEL ASSOCIATION OF APPLETON, WISCONSIN, heard E. V. Krueger speak at their September meeting. Mr. Krueger, who is connected with Personnel Services of the Wisconsin Michigan Power Company, spoke on "Viewpoints From Both Sides of the Fence—Both Union and Management." The Association's *News Bulletin* for September reports that Appleton's Business-Education Day was a huge success. Participating in the program were over 70 representatives from industry, representing some 42 different companies, and approximately 450 teachers from the school system. The Industrial Division Steering Committee of the Appleton Chamber of Commerce was responsible for arranging the Business-Education Day. The committee was headed by Tony Harrant, of the Appleton Personnel Association. Also responsible

for the success of the affair were the member APA firms who arranged for the plant visitations. Sounds like an idea that might be of interest to other communities and Personnel Associations.

SAN DIEGO PERSONNEL MANAGEMENT ASSOCIATION started off the new fiscal year in September with the annual "Bosses' Night" meeting. Sandy Coggan, division manager of Convair, was the guest speaker. The association held a two-day conference in October at the Carlsbad Hotel. Emphasis was on the broader outlook of personnel rather than on reviewing methods with which most members were already familiar.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION had Peter F. Drucker as their guest speaker for the September meeting. Mr. Drucker, author and management consultant, spoke on "Where Are We Going in Management of Human Resources?" Associations having dinner reservation trouble (and who doesn't?) may be interested to note that the New York association really cracks down on members. Members not cancelling reservations are billed for reservations made, and there is an additional charge of 75¢ for those who come to the dinner without a reservation.

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION makes a plea not to waste education. An article by E. Glen Craven of the Portland Chapter, in the Association's *Personnel Panorama*, says that industry is slow to grasp the need for concentrated study in the personnel management field. Many excellent personnel managers today are proud, says Mr. Craven, of the fact that they came up through the ranks.

Yet formal education is required in other professions. Furthermore, Craven continues, management would think long and hard before placing on their accounting, legal, or medical staff, a man who had left his chosen profession upon leaving school and worked in a plant production line for 3 or 4 years, thus losing touch with the day-to-day practice of his profession. Nevertheless, the graduate in personnel management is sometimes expected to do just that.

Mr. Craven concludes that it would seem much less a waste of education and time if the personnel graduate were treated the same as the law graduate and hired into the department for which he is educated, then given extended training which may include some practical work in the production side of the plant.

Conferences and Courses

TRAINING IN BUSINESS AND INDUSTRY was considered by a regional conference of *American Society of Training Directors* held September 30 and October 1-2 at Purdue University. Participants in the keynote panel discussion were Dewey Barich, Manager, Educational Services Department, Ford Motor Company; George Varnes, General Manager of Operations, Eli Lilly and Company, Indianapolis; and Otis McCreery, Director of Personnel Relations, Aluminum Corporation of America, Pittsburgh. At the annual banquet W. C.

Christensen, Eli Lilly and Company, and president American Society of Training Directors, spoke on "Progress of A.S.T.D." Workshops were held on the following subjects: "Development of Management Inventory and Appraisal;" "Trends in Induction Training;" "Fitting the Technique to the Training Objective;" "Sales Training;" "Communications Through Training;" "Applications of Group Dynamics;" and "Development and Use of Reading Programs in Business and Industry."

PRODUCTION FOR A BUYER'S MARKET set the keynote of the *American Management Association's* national manufacturing conference at the Bellevue-Stratford in Philadelphia October 28-30. More than 800 manufacturing executives from all parts of the country attended the meeting. Harrison F. Dunning, vice president, Scott Paper Company, Chester, Pa., described his program of regular reports to employees on company progress. He told what Scott and its workers get out of this practice and how it is done. Dr. Douglas McGregor, president of Antioch College, Yellow Springs, Ohio, spoke on human relations in manufacturing.

Speakers at the supervisory relations session discussed clarifying the status of foremen and supervisors, keeping close communication with foremen, and re-examining their compensation. Earle E. Langeland, production vice president, American-Maize Products, Chicago, took up such issues as whether foremen are a part of management and, if so, how to make them believe it. William M. Day, vice president and general manager, Michigan Bell Telephone Company, Detroit, indicated ways of clearing the communication line up and down. Claude Robinson, Barington Associates, New York, outlined steps to make manufacturing supervisors' compensation both fair and attractive.

PERSONNEL PROFESSIONALS TOOK A GOOD LOOK AT THEMSELVES at the *American Management Association Personnel Conference*, September 28-30 in the Hotel Statler, New York. John Post, Manager, Industrial Relations Department, Continental Oil Company, Houston, Texas, started things off with "The Personnel Administrator at the Crossroads." Concurrent sessions examined the "Latest Techniques in Personnel," and "The Dynamics of Current Labor Relations." "How to Set Up Effective Personnel Administration" was the subject for a panel discussion by representatives of

Pitney-Bowes, Inc., and RCA Victor Division, Radio Corporation of America. A luncheon buzz session was asked to determine the critical problems in personnel administration today. Robert E. Schwab, Personnel Planning Supervisor of the Detroit Edison Company, Alvin Zander, Program Director, Research Center for Group Dynamics, University of Michigan, and Robert L. Kahn, Program Director of the Survey Research Center, University of Michigan, discussed "Motivating Employees to do a Fair Day's Work" at another session of the conference. Reverend Edward A. Keller, Director of the Bureau of Economic Research, University of Notre Dame, undertook to answer the question, "What Makes People Do the Things They Do?" at the final session of the conference.

WANTED: PERSONNEL PROBLEMS; is the challenge put out by the *Department of Business Administration of the American University*, Washington, D. C. Instead of attempting to avoid personnel problems, the University is actually asking for them! Business problems concerned with supervisory functions or human relations are sought as case-study material for the University's course in "Supervision in Industry," where they will be subjected to critical evaluation. After this analysis, the class will report to the cooperating firm its recommendations for solution of the problem submitted.

"Supervision in Industry" is taught by J. Harvey Daly, director of industrial relations for the Giant Food Department Stores and professorial lecturer in personnel management at American University. Business concerns wishing to avail themselves of this unusual service should submit problems immediately to the American University, Washington, D. C., attention of Professor Daly, Department of Business Administration, 1901 F St., N.W., Washington 6, D. C. Professor Daly will edit the case studies before presenting them to the

class for group analysis. Names of all firms will be kept confidential. The American

University offers this service to business completely free of charge.

What's New In Publications

EXIT INTERVIEWS CONSERVE MAN-POWER, an article in the July issue of Rand McNally's *Bankers Monthly*, is by A. Herbert Planteroth, vice president in charge of personnel, Manufacturers Trust Company, New York. According to the author, one of every eleven employees who submitted a resignation during the past year was persuaded to withdraw it. The system of interviews used was also helpful in pointing out possible improvements in an over-all program of employee relations, and provides a valuable check on "middle management." "Under our system," says Mr. Planteroth, "we attempt to have every person indicating a desire to leave our employ interviewed by a personnel officer."

It is important, says Mr. Planteroth, that the interviewers be sympathetic and sincerely interested in the employees; thoroughly acquainted with all branch and department supervisors; thoroughly familiar with the work and operations of each department; given authority to make transfers, obtain any necessary information, and suggest what should be done to remedy any serious situation that may come to their attention. Among the resignation reasons which can often be removed or corrected are: no opportunities for advancement; salary; inconvenient travel; excessive overtime; prefer day work; not interested in work assigned; pressure of work; personal friction; unfulfilled promise of transfer or promotion.

MORE INFORMATION PLEASE is the title of a new publication put out by the *American Airlines personnel department*. The booklet is informal and chatty, printed in blue and white, with a few line drawings in

red. It is designed as a handbook for supervisors, to help them with their communications. Ten guiding principles are suggested: 1. You as the immediate supervisor are the main source of information to your people. 2. Management should be informed *first*, before either the union or employees are informed. 3. Speed is essential. 4. Don't beat around the bush. 5. Fair, prompt, and factual reporting on labor relations matters has a substantial effect on union attitudes. 6. Recognize that unions are an important channel of information. 7. Good communications are developed gradually. 8. Two-way communications, a free give-and-take between supervisor and employee, can be developed only by supervisors *listening* to their people. 9. The whole purpose in informing people is to create more understanding and to bring about better relations throughout the organization. 10. Actions speak louder than words.

The handbook tells how to get information across: through departmental meetings, regular staff meetings, supervisory conferences, bulletins or teletype releases, indoctrination of new employees, personal contact, regular meetings with employees, annual meetings with employees, social and recreational activities, letters to employees' homes, visits of higher management, bulletin boards, press releases, regulations, organization book, division or department newsletter, and bulletins. The handbook winds up with a list of queries for supervisors to put to themselves. John F. Day, Director of Employee Information, was kind enough to send us a copy of the pamphlet.

COLLECTIVE BARGAINING AGREEMENTS is the title of the *Bureau of Labor Statistics*

Report no. 17. Expiration, reopening and wage adjustment provisions of major agreements are covered in the report. The information was obtained from the Bureau's file of current collective-bargaining agreements and, for recent changes, from newspaper reports received in the course of preparing the "Monthly Report on Current Wage Developments." The present listing covers 177 current agreements, each involving more than 5,000 workers and, in total, accounting for approximately 5½ million workers, or over a third of the estimated employee coverage of all collective-bargaining agreements.

AN INSTRUCTOR'S GUIDE for a course in "Training Methods and Techniques for Supervisors" has been published by the *State of California Department of Employment*. Included are two articles first published in the *Personnel Journal*: "The 'Buzz' Technique in Training" by Harry E. Boyd and "Audio-Visual Aids in Industrial Training" by Louis W. Lerda. The guide consists of 277 mimeographed pages and contains a materials check list, attachments and handouts check list, flash card check list, and flip chart check list, as well as a suggested classroom layout. The course is divided into 13 sessions, and is very complete. Edgar A. Collins, departmental training officer, was good enough to send us a copy.

THREE RECENT REPORTS of the *Research Division, California Personnel Management Association* are titled: "Promoting Productivity Through People," by Dwayne Orton, director of education, International Business Machines Corporation; "Working Under a New Labor Law," by Guy Farmer, member of the firm of Steptoe and Johnson, Washington, D. C.; and "How Good a Job are We Doing in Personnel Management?" by W. E. Shurtleff, director of industrial relations, The Standard Products Company, Cleveland. They are available for \$1.00 each from the Association, 2180 Milvia St., Berkeley 4, California.

FILM NEWS is a news magazine of films, filmstrips, television and recordings. It is issued ten times a year and reviews books on films, previews filmstrips, and gives all sorts of information valuable to those planning to use films in their audio-visual programs. The editor is Rohama Lee, address 444 Central Park West, New York 25. Subscription rate is \$3.00 per year, 40¢ an issue.

ADVANCED MANAGEMENT FOR AUGUST carries an article by B. N. Taylor on "The Morale or Attitude Audit—a Frontier in Employer-Employee Relationships." The results of an attitude survey are tabulated for the reader. The purpose of the study was to ascertain how employees felt about their jobs, their responsibilities, their various relationships, both to those above and below them. The survey was used by a midwestern city manager. It consists of questions including; How do you feel about your present job; Do you find it interesting and pleasant more of the time, some of the time, or is it hardly ever interesting and pleasant? Here are three different work situations. If you had your choice which one would you choose? List in the order of importance the qualities below which you think really get a person ahead the fastest. Several questions deal with attitude toward the employer, others with general policy.

A SUCCESSFUL COMPANY CAN STILL FIND MANY GOOD WAYS OF PERKING UP PERSONNEL PRACTICES. Inland Steel Products comes up with a score of ideas, from layout to executive training, in an article in *Modern Industry* for July 15. The article spells out methods with pictures and charts for the process-flow in hiring. By the simple device of adding to its recruitment ads two slogans—"To us, all of our people are important, and we treat them that way," "Friendly, because Inland people like it that way", the company got a 300% increase in response. Completely new is the highly

flexible organization chart that was designed. Use of pressure-sensitive tape for lines of organization, and of celluloid convention-badge pockets, open on two sides, for job and personnel cards, provides many chances for change. No junking of expensive drawn charts is needed if a change is made.

Physical changes were made to improve working conditions. Sound films and conference guides with flip charts have been used with great success. A carefully planned introduction to the job pays off. Indoctrination is made easy. Both processes are illustrated with a series of photographs in the article.

Looking Over the Employee Magazines

REEVES INSTRUMENT CORPORATION OF NEW YORK publishes the *Monthly Ricompanion*. The magazine is 16 pages, 8½ by 11. There are many pictures, mostly of company people. The June issue plays up the company hospitalization plan, using a cover picture of the first baby to benefit from the insurance. Promotions are listed in the magazine, and sports are given plenty of space. The Trading Post, at the back of the book, is a handy market place for "buyers, sellers and swappers." Maurice Bratter is the editor; address *The Ricompanion*, 215 East 91 St., New York 28, N. Y.

Pabst retired employee doesn't become a forgotten man—he becomes one of a group of whom Pabst is very proud.

THE WILMINGTON TRUST COMPANY prints *Banknotes*, but the question of legal tender or counterfeit doesn't arise. *Banknotes* is the title (printed to look like one) of the monthly mimeographed news letter published by employees. There's a "Who's Who" section which presented Dr. V. Ernestine Moore to readers not long ago. Dr. Moore, former coordinator of Office Occupations for the Wilmington Board of Education, joined the staff of the Wilmington Trust Company in September as an assistant to Mr. Bladt in the Personnel Division. J. R. Cole is editor of *Banknotes*.

PABST BLUE RIBBON, MILWAUKEE, gets out a friendly news letter called *The Old Timer* once a month for its retired employees. George Glaub is the editor. Mr. Glaub, A Pabster for 46 years, does a good deal more than edit the sheet. He also takes a sincere and active interest in the 75 retired men who belong to the Milwaukee Pabst Old Timers Club, and his days are busy ones, calling on the retired men and being of service to them. When sickness or death strikes, George is on hand to help with the many details that are often difficult for the aged or ailing. His friendly visits bring cheer to the retired employee and happy moments are spent recalling old times.

The club's monthly meetings in the Pabst Employee Activity Center are gatherings where good fellowship abounds and the men look forward to the first Wednesday afternoon of each month as a very important day in their schedule of events. The

PROVIDENT MUTUAL LIFE INSURANCE COMPANY OF PHILADELPHIA in its monthly, *Between Ourselves*, certainly makes the company seem a delightful place in which to work. The August issue features pictures of employees playing tennis, shooting bows and arrows, indulging in ping pong and baseball, going on picnics, till you almost wonder when they have time to work! A new orientation course is the subject of an article, "For New Providentites." Under the guidance of Personnel Director Henry Bossert, William H. Fenderson, Jr., and Mary H. McCaulley, both of Personnel, started a new kind of course about two years ago. Classes are given at frequent intervals, are held for small groups, and make use of pictures. The August issue contained accounts of the English corona-

tion festivities as viewed by various employees. Elizabeth A. Haas is the editor; address Box 7378, Phila., 1, Pa.

OWENS-ILLINOIS GLASS COMPANY, Toledo, Ohio, issues informal but effective *Personnel Newsnotes*. The mimeographed sheets are punched for filing in a notebook. A recent issue gives practical advice on handling the problem of noise, on diabetics in industry, and on how to beat the heat in the plant. A short note suggests "Promote Job Satisfaction." The note reports that as a result of increased recognition of the problem of job satisfaction, new research methods and techniques are being developed. One that shows promise involves regrouping work forces by combining several personnel activities, including supervisory selection, buddy work teams, individual therapy, combating race and group prejudices and studies of informal organization relationships. The work groups are redefined as much as possible, allowing participants to define the nature of their own needs and problems.

The House Magazine Institute in November will hear a talk and have a discussion about "How Your Company Can Make a Profit Through Your Publication, and How You Can Prove It". The Institute is an organization for editors of internal and external house publications in the New York Metropolitan area. Eligible to join are those affiliated with company publications, editors, staff members, or executives. Regular monthly meetings are held the second Thursday of each month at 4:30 at the National Arts Club, 15 Gramercy Park, New York City. Special activities include workshops and conference, a monthly publication, awards and courses. Dues are \$20 per year. Application cards can be obtained from John Benson, % Philip

Morris and Co., Ltd., 100 Park Ave., New York 17, New York.

THE CHAMPION PAPER AND FIBRE CO., Hamilton, Ohio, in *Stet*, the "House Magazine for House Magazine Editors," talks about industrial editing in its August issue. Quoted are some remarks by J. R. Cominsky, publisher of the *Saturday Review* to the effect that: Successful publications are important. A successful editor is a man who imparts a feeling of importance to his publication. Successful publications are exciting. Not only must the editor compete with the multiplicity of interests that tug at every human being, but he must also overcome a certain inertia on the part of the reader.

Successful publications have a central idea. Unless the editor knows what he wants—unless he has a theme, a purpose or central idea, a publication can be just a collection of articles and pictures. The contents must make some impact on the reader that adds up to a point of view, a personality, an over-all pattern that is attractive.

It is more difficult to edit a small publication than a large one. Obviously, because of the limitations of space, the editor of a magazine of a limited number of pages must not only make every article count, he must make every sentence and every word effective. Every editor ought to have in every issue at least one "bomb-shell" article or feature—something alive, timely, controversial, sharply written. What other people say about your publication is more important than what you say. Continuity of interest is one of the ingredients of a successful publication. Finally, you cannot promote or sell a publication for what it has not got. The reader is not interested in what you have left out but in what you have put in.

SITUATIONS WANTED

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available now. Resume on request. Reply *Box 232*.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. *Box 235*.

TRAINING DIRECTOR: Nine years experience in planning and organizing line and staff programs. Proven results in conference leadership, foreman training, methods improvement, department job and craft training. Married, 2 children, age 34. Desire to locate in East. Résumé on request. *Box 244*.

PERSONNEL DIRECTOR: 8 years experience in overall personnel administration in non-profit organization of 2200 people. Experience includes employment, salary and wage, training, placement, personnel research and analysis. Constant research and study of all aspects of management and personnel. Age 34, married, two children. Prefer Mid-west location. Salary dependent upon future and executive program. Reply, *Box 245*.

LABOR RELATIONS: 5 years commercial sales experience, 2 years as job analyst in aircraft industry, 1 year law practice specializing in labor law, member state bar association, member American Arbitration Association, BA degree, LLB degree, age 28, married, veteran, 2 children; desire position with opportunity; will relocate, resume upon request. Reply *Box 246*.

EMPLOYEE RELATIONS STAFF MEMBER: Thorough training plus diversified academic and industrial experience. Prefer company progressive in personnel methods. Major areas of interest are training, selection and placement, research, counseling. Penna. or nearby areas. Reply *Box 247*.

TRAINING DIRECTOR: Experienced in planning and organizing training programs. Experienced in executive development training. 2-1/2 years industrial training. 3 years university teaching. Strong communications background. Education includes engineering training. Age 32, married. Reply *Box 248*.

INDUSTRIAL RELATIONS: 5 years diversified experience in contract negotiation and administration, grievance procedure, job evaluation, personnel administration and foreman training. B. S. Cornell, M.A. Age 29, married, 1 child. Present salary, \$7500. Reply *Box 249*.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

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Number 7

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

DECEMBER

- 9 East Lansing Mich. Michigan State College. Union Building
Michigan State College. The Twelfth Workshop Conference. Paul L. Moore, Head, Department Business and Industry, Michigan State College, East Lansing, Mich.
- 29 Boston, Mass. Bradford Hotel
American Association for the Advancement of Science. 4th Visual Performance Session. Dr. N. Franklin Stump, Director, Consulting Services, Occupational Vision Dept., c/o Bausch & Lomb Optical Company, Rochester, New York.

JANUARY

- 21-22 New York. Hotel Astor
National Industrial Conference Board, Inc., General Session. 247 Park Avenue, New York, N. Y.
- 29 Cleveland, Ohio. Hotel Carter
Cleveland Chamber of Commerce. Sponsored By: Cleveland Chamber of Commerce Groups. 13th Northern Ohio Personnel and Executive Conference. Wm. G. Donaldson, 400 Union Commerce Bldg., Cleveland 14, Ohio

FEBRUARY

- 15-17 Chicago. Palmer House
American Management Association. Personnel Conference. Mr. John Binns, Personnel Division Manager, AMA, 330 W. 42nd Street, N. Y.

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Editor to Reader:-

AMONG THE SINCEREST COMPLIMENTS an editor ever gets is a request to reprint an article he has published. We of PERSONNEL JOURNAL get at least our share, but still feel a glow of satisfaction whenever such a request is received. Imagine our doubled pleasure, then, to find in the mail from the Connecticut General Life Insurance Company, Hartford, a reprint of "Management Development—A New Procedure" by William H. Klippert and Hubert H. Clay, together with a digest of the same article in the company's 4-page "Notes and Quotes". The article appeared in our July-August issue. Tina Van Deusen, editor, in her letter of thanks refers also to her use of an excerpt from an article in our April issue. Who was it that used the slogan, "Such popularity must be deserved"? Of course in this instance Messrs. Clay and Klippert deserve a little of the credit, too!

THE PRESIDENT WAS SOUNDLY ADVISED when he picked Jim Mitchell for Secretary of Labor. This job has already proved the political "hot spot" of the administration.

It is unlikely that anyone will ever be able to satisfy both labor and industry in administering the laws affecting their relations, let alone in new proposals. But Jim Mitchell will come as close as anyone could and both sides will feel pretty good about anything they get in which he has had a hand. For Jim Mitchell has a "feel" for the other fellow and the capacity for transmitting to them his concern for their problems and desires.

Another thing to recommend this appointment is that Mitchell has had much professional experience in dealing with labor and top management on their mutual problems. The ideal labor relations man can do this with satisfaction to both sides—provided only that he is working for a top

management that is fair. Mitchell's record shows that he had had that kind of success.

I never could see why Labor thinks the job should be filled with a union man. In the first place, only a minority of "labor" is unionized; in the second place, the label "he's our man" would make it impossible for him to gain the full acceptance of business and the full confidence of the general public.

It is a fact that no Labor Secretary ever attained such recognition. Mitchell, as a professional and respected labor relations man, can succeed where no one less well qualified could. I believe that he will.

ONE OF THE GREATEST PRIVILEGES in a social order like ours is the right of the individual to choose a course of action for himself that does not violate the welfare and the rights of others. In discussing whether or not a worker should be compelled against his will to join a labor union and pay dues, we sometimes overlook the fact that the same "freedom of choice" principle applies to the joining of a number of important organizations which, like the unions, serve a public far greater than their membership.

Governor Gordon Persons of Alabama made this clear in a message to his legislature when explaining why he favored and was signing a "right to work" bill which had passed both houses of the legislature by big majorities. David Lawrence, in his syndicated column which appeared in the *Philadelphia Bulletin* on October 8, quoted in full "this historic message, which is about the best summary ever written against compulsory membership in a trade union as the condition of holding a job".

Said Governor Persons: "Mainly this bill provides that no person shall be denied the privilege of working because he does

not belong to a labor union, and that no firm shall be forced to deduct union dues from the salary of the worker.

"Our labor union friends contend, and rightfully so, that unions have helped make possible better working conditions and higher wages. Because of this they feel that all employees in a unionized plant should be forced to join the union, and that union dues should be deducted from pay checks in what is known as the 'check-off' system. Union officials refer to those who do not desire to belong to the union as 'free riders' because such non-members obtain benefits of unions without helping pay for such benefits.

"Along with this same line of reasoning is the fact that our churches are the greatest organizations in the world. They have done much for all mankind. Yet, no citizen is forced to belong to any church or required to pay church dues.

"Unquestionably, the American Legion, the VFW, and other service organizations have done much to provide benefits to the veterans. Yet it is not required of any veteran that he be forced to join any of the service organizations or required to pay dues to any of them.

"As a matter of fact, individual labor unions themselves have a right to say whether they belong to the AFL, the CIO or, in the case of others such as the railroad organizations and the UMW, to remain free and independent unions.

"The Alabama Education Association is the organization which represents school teachers and, while the AEA has worked to provide for higher wages and to safeguard working conditions for the teachers, those who do belong do so of their own free will.

"The various business organizations, including those representing automobile dealers, grocery stores and drug stores in Alabama, have unquestionably been of much assistance to their members. Yet, no business firm or factory is forced to become a member of any organization. Many other

examples could be given".

Perhaps, said the Governor, workers in some northern states do not object to being forced to join unions and having dues deducted from their pay. "However", he said, "in the South we have free and independent workers. . . . Many do not like the idea of being forced to join any labor union as a condition to work. Neither are they agreeable to having union dues deducted from their salary checks. . . . It has always been a tradition in America that any man could do as he pleased so long as he did not violate the laws of our land.

"In my opinion, all of our labor unions will be far stronger and the members in them will have a far greater interest and respect in the organizations if membership can be shown to be desirable and they are not forced to join. Because I believe in free labor and free enterprise, I am today signing the 'right-to-work' bill".

I don't know that I agree with David Lawrence's implication that a stand in favor of the open shop is "the acid test of liberalism in America today". But I do agree that such plain talk on the part of the Governor of Alabama is heartening and should be publicized more widely, especially at a time when some labor leaders like Martin Durkin propose to amend the Taft-Hartley Act so as to deny states "the right to protect the individual against compulsory unionization".

A GOOD DEAL HAS BEEN SAID ABOUT RELAXATION in recent issues. But you know how, when you've thought about a word or subject, it keeps cropping up everywhere. So it happens that the beautiful big—9 x 12—house magazine of the Socony-Vacuum Oil Company, *The Flying Red Horse*, in the autumn issue carries an article headed "How to Relax" by G. H. Estabrooks, chairman of the Department of Psychology at Colgate University. I can't resist "reviewing" it.

Dr. Estabrooks says that, if you can't relax, nine-tenths of the trouble is in your

mind. He tells of a husky friend who was kept awake by drinking coffee after 6 o'clock at night. The doctor told his friend to enjoy his coffee at dinner as usual, but to take two pills at 9 o'clock and he would practically guarantee him a good night's sleep. The friend followed the prescription, and slept like a log.

It is not recorded that the doctor ever did tell his patient that the pills were caffeine pills, each containing about the amount of caffeine that's in two cups of coffee. Having made sure that coffee had nothing to do, physically, with his friend's sleeping, Dr. Estabrooks then gave him some harmless candy pills to take when needed and told him he'd have no more trouble with coffee. He didn't.

The author's main suggestion for relaxation, for ending worry, is auto-suggestion on the positive side. Calm down. "Tell yourself that you are confident, that you have nothing to fear, that you have nothing to worry about, and keep repeating it for five minutes". Accompany this with "the crowding-out technique", and "keep as few people as possible on your despisery," and in time the tensest person will see results.

Our compliments to Mellor A. Jones and Willard A. Colton, editors, on a mighty good magazine "for employees, stockholders and others interested in Socony-Vacuum".

"FREE BASEBALL TICKETS Lead to Strike's End". This was a headline that stopped me in the *Philadelphia Inquirer* last August. It seems that sixty employees of the T. M. Miller Casket Co. at Scranton, Pa., members of Local 506 of the United Furniture Workers, CIO, had been on strike for a week. A friendly gesture that President Butler almost overlooked turned out to be

just what was needed to get the two sides together and bring the men back to work.

Mr. Butler suddenly remembered as he looked out at the picket line in front of his plant that several weeks previously he had bought tickets for his employees to a Booster Night baseball game to be played that night. He hated to see those tickets go to waste. So he sent word down to the pickets, asking if they wanted to use them. The strikers then and there voted to accept the tickets, and sent their union leaders to tell the boss.

Once inside the plant and talking with Butler, one word led to another, ending in a settlement of the contract dispute. The contract was ratified the next morning and the strike was ended.

Personnel men will be quick to observe that the happy outcome did not result from either a calculated or an impetuous act. The evidence seems to indicate that the boss had "lived right" all along—that his friendly attitude and thought were well established. He was not "bribing" his people with favors, but merely continuing to be "human" with them, and was probably as surprised as anyone how quickly he realized on his investment.

Most people are "asleep" when it comes to making plans for where they will be ten years ahead. It is, of course, impossible to plan with any precision but this is an instance in which some planning, however tentative, is better than none. What are you doing about it in your own case?

Ned Hay

Man's fundamental needs, as spelled out by Maslow, are used as "a five-point checklist that wraps up the fundamentals of human nature" to guide the handling of Kay Manufacturing people. The author tells how use of the check list (a) helped end a long strike and (b) suggests satisfactory solutions for troublesome situations as they arise.

Now We Know What Our People Want

BY DANIEL KRAKAUER, Vice President
Kay Manufacturing Corp., Brooklyn 1, N. Y.

BACK in '46, toward the end of the O.P.A., we had a strike that didn't make sense. Our people wanted a big raise. Our prices were fixed, and our volume was low. A raise just wasn't in the cards. The long strike set the management thinking. Why do people act contrary to logic? We surveyed the major psychological theories—with disappointing results. What we were after was probably there, but we wanted it spelled out. Finally a workable answer turned up in an article by Professor A. H. Maslow, entitled "A Dynamic Theory of Human Motivation", (Psychological Review, 1943, Vol. 50).

Five basic needs. Dr. Maslow's article ran to 26 pages but it was in plain English. It was made up mostly of familiar psychological ideas, put together in a way that made sense.

We, the people, said the professor, seek five basic satisfactions from life. We are born with five built-in needs that influence everything we do. Each of these needs affects us continuously, but at any one moment one or two of them dominate us. There is a definite sequence of domination; these five needs have priorities within us. Need #2 doesn't dominate till need #1 is partly satisfied. Need #3 doesn't dominate till need #2 is partly satisfied. If need #2 is no longer satisfied, need #3 fades and need #2 dominates again. Here are the five needs:

Under the title "Worker Psychology—a Formula that Works", this article—somewhat differently treated—first appeared in *Factory Management and Maintenance*, August, 1953. It was copyrighted by McGraw-Hill Publishing Company, Inc. and is used with permission.

1. *To stay alive and be alive.* We *need* to breathe, eat, sleep, reproduce, see, hear, feel. But in our America, need #1 rarely dominates us. Only an occasional experience—two days without sleep, a day without food, 30 seconds with a crumb in our windpipe—serves to remind us that need #1 still operates within us.

2. *We want to feel safe,* from danger or pain, for example; from competitors or criminals; from an unsure future or a changing present. None of us can feel 100% safe. Yet most of us in America feel reasonably safe—after all, we have laws, police, insurance, union contracts, and so on. Our #2 need is fairly well satisfied. Therefore, it is not dominating most of us. But the resistance of people to change, the cry for social security, seniority rights, the money we spend on Army and Navy—these and many more remind us that our safety need, too, still operates within us.

3. *We need to be social.* From our very beginnings we have lived together in families and tribes. We marry, join lodges, make parties, even pray in groups. There is, however, a tremendous variation in the extent this deep need is fulfilled among us. You can gauge this by checking how close different people can feel to their fellows. Not so many of us are capable of frank and deep relationships—even with our wives or close friends. And few of us can achieve that feeling of brotherhood, of acceptance of our fellow mortals with all their faults, that all great religious leaders intuitively recognize as one of the things people deeply want and respond to.

4. *We need to feel worthy and respected.* This is the need that we imply when we talk about our dignity, self-respect, honor, self-esteem. In less healthy people, mentally speaking, it shows often as pride, self-importance, boastfulness or egotism. This is plainly a dominant need in America—and elsewhere. We *need* to think well of ourselves and (perhaps for reassurance) we need other people to think well of us. Look what we go through just to keep the approval of others. We decorate ourselves carefully and often, washing and shaving, painting and powdering, combing and curling. We spend billions of hours and dollars on dress. We desire and acquire things that show our social standing—bigger cars, better clothes, finer furniture. We discard them when other people don't accept them, not when they wear out. What is more telling, we even modify our personalities to get the esteem of others. We act more "refined" in public than at home. And our worst traits we hide even from ourselves.

5. *We need to do work we like.* This need is less apparent than the others because, as Professor Maslow points out, not so many of us have unleashed it. We seem too deeply concerned with achieving group acceptance and self-esteem. Though need #5 dominates few people, it influences most. We all know obvious examples; salesmen who love to sell, machinists who hurry home to their own lathes. Such folks are capable of extended effort because their work is a pleasure, not a chore. Yet they would be restless in other kinds of jobs, no matter how much praise they got. As for the rest of us, we often turn to hobbies, or evening activities. And if we can't do the things we really enjoy, we watch others do them at the nearest ball park, movie or concert.

To live fully, to feel safe, to belong, to feel important, to fulfill ourselves—this is the broad handful of needs each of us is trying to satisfy. All we have to do is to give our employees these few things and, presto! we have made everybody happy and we have that fine, smooth-running organization—the high morale kind—that we are all after. Well, it can be done. It is being done. But it's not so simple. Here are three complications.

1. *These are not things we can hand to people.* These are mostly feelings. As Jesus said, "Man does not live by bread alone." No organization ever reached top efficiency just by paying a lot. I once refuted two of my "money solves everything" associates in a nasty but effective way. I asked them to pick up their checks in my office. As they took them I remarked, "I wanted to tell you that you've been falling down in your work lately." In the shocked pause that followed, their own feelings were worth a thousand discussions. We are only beginning to realize that, besides proteins and vitamins, people must be nourished with feelings of security and friendship and dignity in order to function well.

2. *These needs are not obvious.* They are deep within people and we must develop an uncommon awareness of human nature to be conscious of them. We certainly can't ask anyone "What do you really want?" He doesn't know, any more than a hungry man generally knows why he's cranky. Yet if you feed him, the crankiness disappears. Maslow points out that all kinds of human crankiness stem from "hungers"—the five built-in needs. Finding and feeding the mental needs is—unfortunately—a much harder and subtler job than attending to physical needs.

3. *Some people are very hard to satisfy.* They may be chronically suspicious, or "cold fish", or loudmouth. Nothing you do for them seems to help. These men and women are sometimes serious problems in an organization. Their feelings of unhappiness and discontent are catching. Yet we must handle these unfortunates more with sympathy than hate. They're sick. They are suffering from early starvation of their basic needs. Psychologists have established this beyond the shadow of a doubt.

It's the people who didn't get their spirits fed, especially in their earliest years, who are now the misfits in and out of industry. Their childhood needs were never satisfied and they never outgrew their childish feelings. That suspicious, distrustful guy may be the product of an unhappy home, where loud words, slamming doors, or a trembling mother unnerved him from birth. He never felt safe and likely never will. That cold calculating character may still be wearing the shell he crawled into when he was raised in a loveless family. The loudmouth is probably still trying to get the attention and the feeling of importance his folks denied him.

Rarely—all too rarely—the opposite kind turns up; the man (or woman) to whom titles, plaudits and fine possessions do not matter; who would rather give credit than take credit; who, though he truly likes people, can walk alone if need be; who has reasoned opinions and will stick up for them even if they're unpopular.

This seeming exception, apparently free of the deepest human needs, more likely has had his needs fulfilled, somehow, as he grew. He is a rare guy. You'll find someone like him sparking every organization that has top morale.

How we use what we know about people. We put our theory to a test fast enough. That strike was still on. The first thing that impressed us was that it answered our question "Why do people act contrary to logic?" "Because" it pointed out, "we, the people, are not primarily logical." Our feelings come first. *We are logical only to the extent our feelings let us be.* This was a shocker. It took us a while to face it. After all, our need for self-esteem makes us need to feel like logical, superior mortals, far above the frailties of others. But a little thought convinced us. That must be why people reach opposite conclusions from the same facts—as in politics, religion, labor troubles, family squabbles, even scientific theories. That must be why the best speakers, advertisers and salesmen are those who appeal to our feelings, not those who give the most facts.

What were the needs of our strikers? Needs that aroused such desperate feelings and such strong emotions. Needs that made logic impossible. We ticked off the possibilities on our fingers. It wasn't primarily #1, the need to live, nor #2, the need for safety, we decided. Our people were not marginal wage earners, living on the edge of starvation. Their jobs were reasonably secure, their working conditions good.

DIAGNOSING WORKERS' DOMINANT UNSATISFIED NEEDS

We paused over #3, the need to "belong." We hadn't done a job here. Our people didn't have strong feelings of loyalty to their company. They didn't feel part of our team. But we wrote this off as the chief cause of their upset. This deep need had been partly supplied by their union. In fact, it was one of the principal reasons the union (and unions everywhere) had taken hold years before. The union was now the center of most of those wonderful feelings of loyalty and teamwork engendered when need #3 is met. Those feelings were helping to hold the strike together. But we felt that people's needs for #3 had not been severe enough to start the ruckus.

That left #4, the need for esteem, importance and dignity, as the most likely upsetting factor. Frankly, we couldn't see the connection at first. Here were hundreds of people marching around outside our windows asking for more money. It wasn't too hard to look through these demands to find food, shelter and safety needs. But only slowly did we come to understand that their need for self-esteem—their pride—was deeply involved.

That strike was a reaction to years—war years—of frustration caused by comparison of their own pay with war plant pay. And by the galling restrictions of the wartime Wage Stabilization Board. That strike was a "You-can't-do-this-to-me" strike, a "We're-just-as-good-as-anybody-else" strike, a "We'll-show-you" strike. The demand for money was mainly—as it so often is today—a demand to be treated

just as well as those other guys in war jobs. Of course the wages of "those other guys" were undoubtedly exaggerated in our people's minds, and the W.S.B. and O.P.A. restrictions were serving an important purpose in fighting inflation. But that strike was not a logical strike. And, let's face it—*we, the people, are logical only to the extent our feelings let us be.*

Was there anything the management could do? We couldn't afford to pay more. We could try to soothe their feelings. Above all, we could keep the argument from becoming personal. We caught on to the fact that feelings can become terrifically intensified when they get focussed on a specific person or persons. So our instructions went out to executives who had to cross the picket line. "Stay friendly. Keep this on a business basis. We're not mad. We'd like to help them but we can't."

Did that cure the strike? No. Life isn't that simple. You don't often change feelings in a few weeks that have been developing for years. Especially feelings that are obviously connected with the deep feelings of inadequacy—deep unsatisfied needs for self-esteem—which most of us seem to have. But when the O.P.A. went out 9 weeks later and we could settle, Theodore Kheel, our mediator, told us that he had never seen such good relations across the bargaining table. There was no hate, no dirty words. There was no sabotage, no "getting hunk" when the plant reopened. ("Getting hunk" is almost always a sign of outraged pride and self-esteem feelings.)

NEED FOR SELF ESTEEM AND APPRECIATION BELIEVED GENERAL

We believe that behind most strikes today are the deep, even subconscious, needs of American working people for the esteem, the respect of their management. They need to feel appreciated and important. They need to feel proud of their work and they simply and plainly do not get what they need in most organizations. This must be because we managers are just as human as our workers. We also are too involved trying to earn esteem, trying to build our own reputations, to be able to give others due credit.

One very large corporation, for example, spends thousands on printed reports to its employees. This is a common and good way to put them on the team (#3) and keep them in the know (#2 & #4). But the president starts his first-page letter with "To the employees". Not "To Our Employees", or "Dear Employees", or "Fellow Employees". Just—"To the Employees". That's all, brother! Company people reading that letter will feel an aversion to the president. They won't even realize why. They will not know that they are reacting to little clues among the words that are exposing his feelings. But they will know that the president doesn't care about them or they about him.

The language of the emotions is subtle but powerful. It doesn't even need words. Our looks, our tones and our deeds transmit our feelings. And each of us has a built-in receiver specially tuned to the wave lengths of our needs. Is the "sender" threatening? Is he friendly? Does he respect me?

It's funny about those 5 key points. We started by checking them off one by one when we were getting to understand our labor troubles. We learned a lot. Then we began to analyze individual grievances. As we got down to cases, we learned more. Soon we found ourselves thinking about our associates in the same way. By this time we weren't counting on our fingers any more. This way of understanding people was getting to be second nature—second nature because we were beginning to recognize these needs in ourselves.

Case 1:—One of our spring assembly departments has a bottleneck job—baling. The springs are compressed to one-tenth their normal volume, sixty to the bale. It's heavy work. If one of the two balers is ill, we must replace him or the whole department grinds to a stop, choked by unbaled springs. One winter we had only one strong and experienced spare man. The day we needed him his "arm was sore." The whole department had to stop. When we needed him again a week later, we got the same story. This time his foreman had strong evidence that his arm wasn't sore at all!

ENLIGHTENED HANDLING OF RELUCTANT WORKER PAID OFF

In the old days, our tendency would have been to give this man an ultimatum, "Work the baler or get out". With our new understanding, however, we saw a little deeper. We realized that no man would give up important satisfactions of his #3 (social and love) need lightly. That is, he would not invite the ill-will of his fellow-workers and his management unless he was driven by a stronger need. If, we reasoned, we gave him an ultimatum, one of two things would happen. Either he would work—or he wouldn't. If he worked, driven by needs #1 and #2, (life and safety) he would still be dissatisfied. If he didn't work and we fired him, we might really arouse a sleeping giant. Every man in the department would feel his own job threatened. Every man's #2 need might awake. We would experience a sudden reversal of feeling in the department and the union would go all out to buck the dismissal. Most of you have seen this happen. Even if the dismissal went without a hitch, we would have lost a useful employee.

We saw that an ultimatum would be an unsatisfactory solution in any case. We kept it for a last resort. Instead, we asked the foreman to talk it over with the man. (Maslow's theory is a household word to our foremen). No soap. Then we asked the steward to see what was eating him. A little later, the foreman reported with a grin that the man would work. He'd had a grudge against the union over alleged favoritism a year before. His self-esteem had been injured. He'd gotten it off his chest to his steward, was still a little angry, but would work "for his foreman's sake."

Case #2:—Our mold department foreman sat down in my office. "Bill", I said, "how did that trouble start?" Bill fidgeted, "Well, it began a week ago when the boys learned we were preparing rates on shaping. Those jobs haven't been on

incentive for years. They've been touchy ever since. Nothing was any good; parts, floor service, or me. This morning the steward turned up with a specially raw complaint and I blew my top".

"I'm a little surprised about that," I said. (That's an approach we use often. The "surprise" telegraphs the feeling that we know he can do better. Thus it feeds his esteem in the midst of criticism. Except that this time it didn't work.)

"Yeah, I know", he said. "That guy's short on self-esteem. So he insults easy and blows up like a penny balloon." Bill was getting madder with every word. "And I'm supposed to be understanding. You and your damned psychology. Listen! What that steward needs is a punch in the face. And the whole department should get a week's layoff for walking out with him. I'm getting tired of those guys and I'm getting tired of this job. I should'a taken that offer I got last year for more dough. And most of all I'm getting tired of your half-baked theories."

BOSS TAKES HIS OWN MEDICINE—PREVENTS AN EXPLOSION

I could feel my hackles rise with every word. What nerve! Insubordination! He's through! He's fired! He's. . . But another part of me was saying; "Hold on, brother, don't you have confidence in what you believe? Bill isn't thinking now. He's too upset. His pride and esteem are jolted because this incident got away from him. Let him blow." There was a three-second pause, while my hackles unwound again. All I could say was, "I'm sorry you feel that way, Bill". He gave me an odd look and walked out.

Next day he was back bright and early—looking cheerful too. "The boys are in this morning," he said, "like nothing ever happened. Working good, too. You know, after thinking this over, I don't even believe we should make an issue of it. It really hasn't happened in a long time. Guess we're all entitled to get real mad once in a while". He turned to leave, paused, turned back and grinned. "About that other job I mentioned, I never really gave that a second thought. I would've made more, but they treat everyone like hired hands. You know the kind. Do this, do that, never mind why, that's our business. No dignity to the job. Besides," his grin widened, "Where could I find another boss I could really talk to"?

Not often, but perhaps once or twice a year, somebody asks the personnel office about the exemption from Wage and Hour regulations of some employee or group of employees. Frequently it's discouraging to find what the situation is regarding records. How one office collects and maintains such records is told here.

Keeping Track of Exempt Employees

By MCCOY C. CAMPBELL, JR., Personnel Director
The First National Bank of Atlanta, Atlanta, Ga.

ON SEVERAL occasions in the past we have experienced real difficulty in obtaining clear, concise information regarding exempt employees. When we have needed such information we have had trouble in locating a complete list of those persons considered exempt. Even when such lists have been obtained there has been trouble in tracking down the basis on which such exemption has been claimed. In one or two instances employees themselves have considered themselves exempt merely on the basis of personal whims. And in other instances department managers and supervisors have named an employee as exempt without bothering to notify anyone other than the employee concerned.

As we became aware of this situation, we realized fully the definite need for complete records, available in the personnel department at all times, of all exempt employees as well as the basis on which exemption is claimed. Accordingly, a "Claim of Exempt Employee", as shown, was devised.

Initially, the personnel department sent a supply of these forms to each department, with instructions that a form should be filled out completely on each employee considered to be exempt at that time. These forms were signed by the supervisor of the employee and returned to the personnel department for review.

In a few cases, the personnel department did not feel that the claims as presented were valid. In these instances the supervisor, the employee concerned, and a representative of the personnel department met for a more detailed discussion of the facts before a final decision was made. The place of the personnel department in this discussion was merely to point out the reasons why that department felt the claim

CLAIM OF EXEMPT EMPLOYEE

Exemption from the provisions of the Federal Wage and Hour Law is claimed for:

_____, classified as _____ in the following department or branch, _____, on the basis that he or she is an (Check applicable category): ☐ Executive, ☐ Administrative, ☐ Professional employee.

The basis for this claim is outlined below:

☐ *Executive employee* (Check all applicable statements)

- ☐ His primary duty consists of the management of a department;
- ☐ He customarily and regularly directs the work of two or more other persons;
- ☐ He has the authority to hire or fire, or his suggestions and recommendations as to hiring, firing or promotion carry weight;
- ☐ He exercises discretion and independent judgment in doing his job;
- ☐ He does not spend more than 20% of his *own* workweek doing nonexempt work;
- ☐ He is paid at least \$2,860.00 annually on a salary basis;
- ☐ He is paid at least \$5,200.00 annually and has as a primary duty the performance of bona fide executive work.

☐ *Administrative employee* (Check all applicable statements)

- ☐ His *primary duty* is the performance of office or non-manual field work directly related to management policies or the general business operations of the bank or our customers;
- ☐ He is engaged in office or non-manual field work;
- ☐ He is paid at least \$3,900.00 a year on a salary basis;
- ☐ His work involves the customary and regular exercise of discretion and independent judgment;
- ☐ He does not spend more than 20% of his *own* workweek doing non-exempt work;
- ☐ He is paid at least \$5,200.00 annually on a salary basis and has as a primary duty the performance of bona fide administrative work.

☐ *Professional employee* (Check all applicable statements)

- ☐ He has as a primary duty the performance of work either (a) requiring knowledge of an advanced type in a field of science or learning acquired by a prolonged course of specialized instruction and study, or (b) original and creative in character;
- ☐ His work requires consistent exercise of discretion and independent judgment;
- ☐ His work is predominantly intellectual and varied in character;
- ☐ His work is of such a character that the output or result cannot be standardized;
- ☐ He is paid at least \$3,900.00 annually on a salary basis.

Date _____

Signed _____

Personnel Department Endorsement: ☐ Approved ☐ Disapproved

might not be completely justified. After the discussion, if the supervisor still felt that the claim was valid, the employee was considered to be exempt.

It is now the responsibility of the supervisor to forward a new completed form to the personnel department at such time as an employee under his jurisdiction becomes eligible for exemption. And it is also his responsibility to notify personnel whenever the employee's status changes so as to make the exemption invalid.

About once a year a list of its exempt people, as shown by our records, is sent to each department. Individual supervisors are then responsible for bringing their lists up to date. Thus we always have at hand an accurate record of all exempt employees, together with the supporting data in each case.

How can supervisors learn what their people think of their supervisory skill—what employees like and don't like about their methods? Is a carefully handled "annual supervisory audit" with employee participation the answer? The author quotes reasons why his company's supervisors voted down such a proposal. He suggests that PJ readers state their opinions in letters to the editor, the best of which will be published.

Should Employees Rate Their Supervisors?

BY ARTHUR R. LANEY, JR.
Washington Gas Light Company, Washington, D. C.

LAST fall we received through our employee suggestion system a proposal that "a yearly report be established whereby all employees have ample opportunity to record their opinions regarding their immediate supervisor." The rating was to be unsigned.

The suggester gave two main arguments in favor of his idea: (1) Our company has a successful Employee Progress Report Plan (described in the November and December, 1951, issues of *Personnel Journal*) which, as he put it, "creates an initiative on the part of employees to perform continuous good service for the company." By the same logic, the annual rating of supervisors by subordinates would increase their incentive to do a better leadership job. (2) "Management will welcome this suggestion, as it will bear out the evidence of the trust they have placed in the hands of individual supervisors."

TYPE OF QUESTIONS ABOUT SUPERVISORS

The proposed form listed a number of questions, such as: Does your supervisor seem to take some interest in you as an individual? Do you get compliments from your supervisor on jobs well done? Do you feel your supervisor is constantly finding fault with you? Does he explain new equipment or job procedures to you in detail? The suggester added "This suggestion is submitted in all sincerity because I have received help and get along with my supervisor very well at all times."

Naturally, this bold proposal confronted the suggestion committee with something of a problem. Since it was felt that the idea did not lend itself in any practical way to objective evaluation, the answer was sought in the area of subjective judgment. The question seemed to be: What would our supervisors think and how would they react to such a procedure? It was decided to sample supervisory opinion by sending copies of the suggestion to 10% of our supervisory force, soliciting frank, anonymous reactions.

Thirty-two supervisors were polled, and twenty-four replies were received. Briefly, sixteen of these said that supervisors should definitely *not* be rated by their subordinates; four were in favor of the idea provided employees signed the rating forms; and the other four were willing to try the idea as suggested.

WHAT THE SUPERVISORS THOUGHT OF THE PROPOSAL

A number of reasons were given pro and con. Comments of the minority favoring the idea were as follows:

"If such a report were submitted by employees in a sincere and constructive manner, it might be helpful. Everyone has his shortcomings and in most cases they are not evident to the individual. Being so informed, the supervisor might take the necessary steps or corrective action, which would be very much to his advantage."

"There would undoubtedly be those who would use the form mainly as a gripe sheet, but if one out of ten contained something constructive it would be worthwhile."

"Most employees, I believe, would appreciate the confidence management displayed in them and be conscientious in their evaluation."

"One important consideration is the supervisors' reaction to the adoption of such a suggestion. It must be clearly understood by all supervisors that such a progress report would be used constructively only."

"Would enable the supervisor to take stock and perhaps improve his employee relations if it appears necessary. On the other hand, if most reports indicate the supervisor is doing an acceptable job, this should encourage him to be even more alert to assist his employees in any way which would help them do better work."

"Will tend to promote understanding and 'teamwork' between employees and their immediate supervisor."

The con replies tended to be longer and more varied in reasoning. A few of these are:

"It is contrary to good management rules for a subordinate to pass judgment on his superior without first presenting his grievance to his immediate supervisor for clarification and ultimate decision."

"A supervisor should not be held accountable to his employees."

"Many men would not avail themselves of the opportunity of making the report; therefore the results would be inconclusive."

"You can't serve two masters and, should this plan be adopted, a natural defense against attacks from unknown quarters would tend to make a supervisor seek approval for his actions. This is not possible generally where work must be assigned in the interest of the job and not the individual employee."

"I am opposed to this idea. The supervisor has enough problems already."

"Our present Employee Progress Report Plan, which has been in practice since 1944, is widely known and to my knowledge is one of the best systems in use today by companies all over the country. I see no need for any change in this plan, as stated by the suggester, as it has up to this time proved helpful to the employee as well as to the company. Furthermore, it is kept on a strict confidential basis."

Incidentally, our present rating plan is related to the suggester's aims in two ways. Supervisors receive progress reports from *their* superiors which cover the supervisor's leadership job and how it can be improved. Also, the supervisor should encourage the employee, in the course of his progress interview, to speak frankly of any problems which the latter may have or of anything in the job relationship which may be unsatisfactory to him. However, many employees are reluctant to criticize a supervisor to his face, especially where the relationship is not satisfactory.

As a result of this 2-to-1 supervisory opposition, the suggested new plan was rejected. But the reasons were not fully satisfactory to the suggester and may raise a few questions in the minds of personnel administrators. For example, we might ask: Isn't there *some* way of getting the benefit of the *aims* of this suggestion, while at the same time avoiding or minimizing the objections voiced by these supervisors?

PERSONNEL JOURNAL READERS ASKED FOR THEIR IDEAS

Let's face it. Supervisory "blind spots" *are* a serious detriment to employee productivity and morale. This point is skillfully developed in an article by Milton Hall in the September 1947 issue of *Advanced Management*. Reporting on some supervisory training work which he and his associates did in a federal agency, he writes: "Our thinking led us to two chief conclusions. . . . (1) There is a difference—often a big difference—between (a) what we as supervisors accept as good ways of dealing with employees and (b) the way we *actually* deal with them. (2) One of the chief reasons why we are not more successful in supervising people is that *we don't have enough information about (a) the effect of our supervision on our subordinates, and (b) about what is really on our employees' minds.*"

The vital problem, then, is how can supervisors get such information? Should they be rated periodically by their subordinates? If so, how? If not, just how can a supervisor gauge the effect of his supervision on his employees? With relation to the job, how can he learn what is really on their minds?

Write to the editor of this journal and give him *your* slant on this. He assures me that the best letters will be published for the benefit of all of us who are still looking for ways of making supervision more productive through providing greater emotional satisfactions to the supervised.

Probably the same ingredients are called for in the recipe for a good personnel man as for managers in other departments, but in different proportions. The authors found what personnel directors themselves think are the ingredients and their relative importance in companies of various sizes. Their report makes a sort of composite check list for individuals in the field.

Desirable Characteristics for Personnel Directors

BY EDGAR G. WILLIAMS AND KEITH DAVIS
Indiana University, School of Business, Bloomington

JUST what personal characteristics are most important for success as a professional personnel executive? The authors went to a group which is certainly qualified to make a judgment—the personnel directors themselves. Perhaps this group is biased by experience, but they should know something first-hand about the problem.

Emphasis of this study was upon the five personal characteristics mentioned most frequently and the relative importance of each characteristic. Comparisons were made according to size of company, primary work background of the personnel director, and number of years that the director had been in personnel work.

"PATIENCE AND TOLERANCE" HIGH ON LIST

Top personnel executives of Indiana firms were sent questionnaires. If an executive did not reply, he was questioned personally. Firms were excluded if they had less than 250 employees, no full-time personnel executive, or a top personnel executive who lacked responsibility for an overall personnel program. For example, a firm was excluded whose personnel director was simply an employment officer. There were 218 replies from 21 types of industries. Replies were classified into a list of 28 personality characteristics.

A request on the questionnaire was, "List in order of their importance the five most essential personal characteristics you consider necessary for an individual to be a successful personnel executive." The statement was "open end." Since no answers

TABLE I

MOST DESIRABLE PERSONAL CHARACTERISTICS FOR PROFESSIONAL PERSONNEL EXECUTIVES, ACCORDING TO OPINIONS OF 218 TOP PERSONNEL EXECUTIVES
(Arranged by number of employees in each respondent's company)

Personal Characteristics	Frequency Rank in All Companies	Number of Employees							
		250-500		501-1,000		1,001-5,000		over 5,000	
		Frequency ¹	Emphasis ²	Frequency	Emphasis	Frequency	Emphasis	Frequency	Emphasis
Patience and Tolerance.....	1	2	5	1	5	1	3	1	4
Ability and Desire to Work with People.....	2	1	4	2	2	2	4	2	2
Honesty and Integrity.....	3	5	1	3	1	3	1	3	1
Balanced Personality.....	4	3	2	5	3	4	2	—	—
Education and Knowledge.....	5	4	3	4	4	—	—	—	—
Aggressiveness and Enthusiasm..	6	—	—	—	—	5	5	—	—
Understanding and Sympathy...	7	—	—	—	—	—	—	—	—
Sincerity.....	8	—	—	—	—	—	—	—	—
Tact and Diplomacy.....	9	—	—	—	—	—	—	—	—
Analytical Ability.....	10	—	—	—	—	—	—	4	3
Friendliness.....	21	—	—	—	—	—	—	5	5
Total Respondents.....	218	73		58		67		20	

¹ Rank on basis of total times mentioned.

² Rank on basis of emphasis. Each characteristic is weighted according to the rank given it by the respondent. Only the top five characteristics are ranked in each size group.

were suggested, it was to be expected that less obvious traits, such as "favorable attitude toward authority," would be infrequently mentioned.

The five personal characteristics most mentioned were (1) "patience and tolerance," (2) "ability and desire to work with people," (3) "honesty and integrity," (4) "balanced personality," and (5) "education and knowledge" (see Table 1). Some characteristics, which have been considered important by authorities on executive ability, were largely overlooked by the personnel directors. "Health" received only casual mention, and "intelligence" was not mentioned at all. The characteristics most related to "intelligence" were "analytical ability" and "verbal facility," but these were not mentioned frequently. "Flexibility" was not mentioned; yet the personnel executive needs flexibility to deal with top executives and unskilled operatives, with uneducated laborers and college graduates, and with modest women employees and rough shop men. In fact, one personnel executive was recently awarded workmen's compensation after being punched in the nose by a union representative.

The focus of most executives was definitely upon social characteristics, along with a basic foundation of "education and knowledge." Administrative characteristics such as "decisiveness," "judgment," "planning ability," and "good

coordination," were largely omitted. One wonders if the personnel executives are getting overwhelmed by the social aspects of their jobs, thereby underemphasizing professional skills and administrative ability. It has long been argued that "the wrong kind of people are often chosen for personnel work." (Gardiner, Glenn. "The Operating Executive and the Personnel Department," American Management Association, *Personnel Series*, No. 121, 1948). Such persons tend to be "back slappers" or "technique happy" and are considered by the professional executive to be "personnel mechanics."

PERSONAL CHARACTERISTICS AND COMPANY SIZE

Does the size of the concern in which the personnel executive finds himself influence his choice of personality characteristics that are essential to his success? Personnel executives in larger companies selected different characteristics from executives in smaller companies (Table 1). In larger companies, "aggressiveness," "analytical ability," and "friendliness," appeared in the top five characteristics. It is possible that extended lines of authority, labor union activities, and the sacrifice of personal day-to-day management-operative contacts due to company size, caused executives to emphasize these factors because they are characteristics which would help compensate for "bigness" and losses in individuality.

"Education and knowledge" received ranking only in firms of 1,000 employees or less. "Balanced personality" was ranked only in firms of 5,000 employees or less. It would appear that top personnel executives of the larger firms believed that other characteristics were more important than these because they could depend on subordinate personnel specialists to round out both their technical knowledge and personality.

In the emphasis placed on each characteristic, two variations were noteworthy. ("Emphasis" was indicated by weighting characteristics according to the rank given them by the respondents. Number 1 on each list was weighted 1, number 2 was weighted 2, and so on to the 5th item, which was weighted 5.) First, although "patience and tolerance" ranked very high in frequency, this trait was consistently near the bottom in emphasis in all size groups. Second, "honesty and integrity," even though not found on as many lists as some others, was emphasized by each size group as the one most important characteristic. One wonders how much the current stress of honesty in unions and government affected the emphasis placed on this characteristic.

This survey showed that most personnel directors got to their present jobs by way of production experience. Since it is highly probable that the type of work experience affects personnel directors' viewpoints, their experience channels were compared with the personal characteristics that they thought most desirable for personnel directors.

"Patience and tolerance" and "ability and desire to work with people" were mentioned most by each experience group. The single exception was the production

group, in which the "ability and desire to work with people" ranked fourth. The frequent mention of "ability and desire to work with people" shows that personnel directors consider this characteristic important. Since most jobs in business require some degree of liking to work with people, the personnel directors may, by often mentioning this characteristic, be implying that above-average "ability and desire to work with people" is essential.

PERSONAL CHARACTERISTICS AND EXPERIENCE CHANNEL

The executives whose experience channel was personnel work had the most distinctly different ranking of characteristics. These executives were the only ones to rank either "aggressiveness and enthusiasm" or "emotional maturity" among the top five characteristics. Perhaps their regard for "aggressiveness and enthusiasm" is the result of a background in a field which is not yet clearly defined nor justified in the eyes of management, with the result that success with the personnel program often depends on aggressiveness and enthusiasm. A recent survey (Shurtleff, Wade E. "Top Management and Personnel Administration," American Management Association, *Personnel Series*, No. 144, 1952) reports that personnel directors feel the need for better acceptance. Those whose experience channel was personnel work ranked "honesty and integrity" twelfth. All other executives ranked it in the top four, which means that those whose experience channel was personnel work either assumed this characteristic and therefore did not mention it, or else they differ with the other groups regarding its importance.

The sales and engineering groups were the only ones to include "understanding and sympathy" among the top five characteristics. Additional study of the responses showed why the sales group ranked this characteristic high. The sales group included a number of women personnel directors of department stores and most of these women emphasized "understanding and sympathy."

When the characteristics were weighted according to the rank given each by the individual respondent, results showed that the ones most mentioned were not always considered most important. For example, "honesty and integrity" was third in frequency, but those who mentioned it tended to rank it first in importance. Seventy-seven per cent of the accounting and finance executives who mentioned it said that it was the most essential characteristic for success in personnel work. As another illustration, the engineering group thought "patience and tolerance" was the most important characteristic, but the sales group believed it only sixth in importance.

When personal characteristics were arranged according to each respondent's years of personnel experience, "articulateness and verbal facility" appeared for the first time among the top five characteristics. This factor was ranked fourth in emphasis by executives who had under six years of personnel experience. One might conclude that the ability to talk not only fast but well is "of the essence" in the

opinion of relatively inexperienced personnel executives! The newer personnel executive is recognizing the importance of communication skills.

"Education and knowledge" was consistently low in frequency and emphasis, except in the group with less than six years of personnel experience. The greatest percentage of young college graduates especially trained in personnel work was in this group. College-trained personnel people are still relatively new in business and industry, since many colleges and universities have just recently introduced professional personnel courses. It is not known whether the young college-trained personnel executive emphasized "education and knowledge" because he himself had it, because he was new in the field and felt a need for it, or because his professional training made him aware of the great need for "education and knowledge" in the field of work.

DETERMINE CHARACTERISTICS YOU NEED MOST THEN DEVELOP THEM

It is significant that top personnel executives do not agree on what their most desirable personality characteristics should be. This research showed that one reason for differing viewpoints was different executive backgrounds. A sales background suggested one set of characteristics, while a production background suggested different characteristics. The man with many years of personnel experience emphasized different characteristics than the personnel novice. Different company situations also caused different personality factors to be stressed. The executive in the large company recognized a different set of personality needs than the executive in the small company.

These results indicate that, because of different individual backgrounds and work situations, the personality requirements for personnel directors *in general* cannot be stereotyped. However, there was consistency regarding certain characteristics. "Patience and tolerance" was the personality trait most frequently mentioned by most size and experience groups. "Honesty and integrity" received the greatest weighted emphasis from those who mentioned it. These two traits seem to be sufficiently important "in general" to demand the attention of most personnel executives. The single exception to emphasis on "honesty and integrity" was the group which rose through the personnel experience channel. It ranked the trait *twelfth*. Conversely, 77 per cent of executives with accounting and finance experience ranked it first.

Top personnel executives tended to stress social and psychological characteristics such as "tolerance" and "desire to work with people," rather than administrative characteristics such as "decisiveness" and "planning ability." Executive abilities are a scarce commodity which personnel executives need just the same as other executives; so they may be underemphasizing the management part of their job. This can have a major effect on their performance and on development of the field of professional personnel administration.

Just Looking, Thank You

AMA Personnel Conference

This fellow with a PRESS badge on his lapel arrived in plenty of time for the 10 o'clock opening of the American Management Association Personnel Conference in the Grand Ballroom of New York's Hotel Statler on Monday morning, September 28. Conferees were milling around the registration desks, so he took a minute to shake hands with Donald G. Keen, AMA public relations director, before going in to the opening session.

That was his mistake. When he went in to the meeting only a couple of minutes late it was already in full swing, with a packed house paying rapt attention as Lawrence A. Appley, AMA president, welcomed all and sundry. Thus he learned at first hand about one of the modern miracles wrought by AMA—the starting of sessions on the dot. Later he found that such clock-work precision applies also to closings, and presumably to the time allotted to each speaker. A swell trick if you can do it—but who else can?

* * * *

Lawrence Appley yielded the floor to Samuel L. H. Burk, AMA V.P. in charge of the Personnel Division, who was chairman for the session. The gent with the press badge recognized him immediately as the fellow whose photo had appeared in PERSONNEL JOURNAL only a little while before, and who had somehow run afoul of his wife's mud pack. After some ribaldry back and forth over whether Appley or Burk (either of whom can part his hair with a bath towel) has the curlier locks, Burk introduced John Post, industrial relations department manager for Continental Oil Company at Houston, Texas, and the conference was off to a good start.

* * * *

Post's subject was "The Personnel Administrator at the Crossroads." "With

the trend toward specialization," he said, "industry is going to need more than ever before managers with the broad viewpoint rather than the narrow specialized viewpoint." Here, he said, the industrial relations manager has his greatest opportunity and faces his greatest challenge. "Better than almost anyone else in the organization he has an opportunity to see the enterprise as a whole. He has an opportunity to show skill and leadership as a planner, as a mold of unity out of divergent or special points of view, as a teacher, and as an inspiration to thoughtful, far-sighted action. . . . We may witness an astonishing development in personnel administration which is tied to the reawakening and resurgence of the function of the entrepreneur and manager in American industry."

Mr. Post in preparing for his talk made a "capsule survey." Most of the chief executives he queried said that they expected the personnel function to grow in importance compared with other functions in the organization. Post feels that the personnel administrator has a good chance to win for himself an important place "in the everyday councils of management where the hard decisions are made, the decisions for which there may be no 'right answer,' but only a better or worse solution."

* * * *

Good as the talks were, expertly as the speakers handled themselves and their subjects at the mikes, admirable as the organization of and preparation for every session proved to be—to our mind these were not the most impressive features of this conference. What most impressed us—and we say it sincerely—was (1) the character of the people in attendance, and (2) their alert concentration on the business in hand.

We've sat in on a lot of convention sessions. We've milled around with a great many groups in different lines of work. Seldom, if ever, has it been our privilege to meet with people of so high average "quality" as judged by their faces, voices, clothes, grooming and general bearing. Perhaps this shouldn't have surprised us, for almost everybody here had risen by a cold and sure process of selection to be a leader of men. And they were here for a purpose, which they had no intention of passing up in favor of convention fun.

* * * *

One thing you soon noticed was that at this meeting place there were no commercial exhibits to give a "circus" atmosphere. This must have been by intention, because at some conferences staged by the AMA—for example, the annual packaging exposition—space is sold to hundreds of exhibitors, and this part of the festivities seems to have become the tail that wags the dog.

Here at the personnel conference three small rooms across from the registration area were given over to exhibits, it is true. But these were modest, instructive and helpful; not gaudy or garish. Lance, Inc. in its small exhibit told about "multiple management." Weirton Steel Co. in several panels told "how our labor contract operates." New York Telephone Co. showed some of their methods for "strengthening supervisors to discuss various benefit programs." General Motors displayed a number of booklets distributed by means of their "reading racks." That was all.

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Conferees had an opportunity to question every speaker or group of speakers. Girls circulated in the aisles to pick up written questions and take them up to the chairman's stand. In this way the questions accumulated as the speaker talked and more kept coming as long as there appeared to be time left for answers. The questions seemed to us penetrating and

constructive, the answers as precise as the speakers could make them. We thought as we listened—where else would companies be willing to let down all bars and share their methods and experiences so candidly with others? Here, for sure, were free men in a free economy working together for their mutual good, an inspiring example of confident good-will motivated by enlightened self-interest.

* * * *

Even the business sessions, naturally, produced their lighter moments. As in the talk of Dr. Dershimier, DuPont's Director of Psychiatry. The audience chuckled as he stated that all of us at times are a little off the beam—a little bit crazy. The doctor's talk was one of the best we heard; much of it seemed spontaneous. One statement that deserves repetition: "The greatest fear of civilized men, particularly at work, is a fear of appearing ridiculous in the eyes of others." The doctor says there is evidence that a well managed industry does a better job of promoting mental health than most outside agencies. He defines mental health as "a state of continued natural growth in mental productivity, as demonstrated and measured in terms of useful performance."

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This year's AMA Personnel Conference had the biggest attendance ever. We believe we heard the statement that the *advance registration* this year was greater than last year's total attendance. That speaks volumes as to what personnel people get out of these meetings.

Thank You for Your Letters

Ralph P. Kreuter, personnel consultant of Sheboygan, Wisc., thinks the article "How to Improve Employment Interviews" by Palmer Wentworth in our June issue was "one of the best current articles in personnel literature. Not only does it espouse genuine basic principles," he says, "but the down-to-earth research nature of

it makes it outstanding. . . . Personnel people need much more of this kind of simple straightforward research work to disprove or prove many of their ideas which sound so plausible that many of us are apt to take them for granted. 'Good foremanship,' for instance, seems to be something everybody knows all about except foremen. Such an analysis as Mr. Wentworth made can be a stepping stone to standard practice and the precise nomenclature the personnel world so badly needs."

Gerald A. Joines, training director with Cargill, Inc. of Minneapolis, was one of several who have had nice things to say about our "Across the Editor's Desk" department since our query about it in April. "I feel that it's one of the most interesting parts of the magazine," he says. "I read the Personnel Journal each month with considerable interest, but find the rather chatty and informal comments about the doings of various organizations in that particular section very helpful and interesting, indeed."

Dr. Mildred B. Mitchell of Dayton, Ohio, constructively criticizing the department, says "I enjoy reading about what some of the organizations are doing, not just the fact that they had a meeting or election of officers. Perhaps other organizations are also helping their cities to obtain better government. I thought it was a real service to the community that the Toledo Personnel Managers Association helped screen applicants for the director of personnel for the city of Toledo (as reported in April). Personally, I enjoy hearing of such activities and commend you on telling us about them." Dr. Mitchell "confesses" she has been "a bit bored with this section at times" but adds, "I found the 'new style' good reading."

Stephen Habbe of the division of personnel administration, National Industrial Conference Board, New York City, was planning for a "workshop" in Cleveland when he wrote us in June. After asking if

we could supply reprints of a series of articles by Guy Wadsworth about the "field review method"—a series run in PJ some five years ago—he added: "For some time now I have been wanting to drop you a note about the Personnel Journal. I have found your informal comments in the front and also the notes in the back to be particularly interesting."

V. W. Gillen, personnel director of Reeves Instrument Corporation, New York City, writes as "a cover-to-cover reader for the past seven years." He thinks "your articles are good, and many are provocative. . . . I notice you frequently blaze new trails. I particularly like 'Across the Editor's Desk' and 'Editor to Reader' ". In connection with make-up, Mr. Gillen raises a question on which we'd like to hear from more readers. He says he prefers the two-column pages, and finds the pages printed in wide measure a little harder to read. What do *you* think?

Kay Freeman of the St. Thomas, Ontario, division of the Timken Roller Bearing Company, tells of a good idea practiced by Timken which may appeal to others. The company gives each supervisor a subscription "to a magazine of his choice. The magazine will be delivered to his home." We're happy to learn that at least one supervisor chose PJ.

Recipe for a Big "Flop"

"How to Be an Outstanding Failure in Industrial Relations" was the title of a talk by L. J. Whetsell, director of industrial relations of the Producing Department of the Texas Company, before the Houston Industrial Personnel Association some months back. A report of the talk appeared in the National Foremen's Institute "Employee Relations Bulletin." Among "nine precious ways to become eligible for unemployment insurance" were:

(1) First, when your job requires you to take a position on a matter, whether it

be of major or minor importance, always consider strategy first. Figure the angles. Let your sincere convictions be secondary; otherwise you might not be popular.

(2) When your associates differ with you, be sure to take it as a personal affront. Only successful people are able to look upon such things objectively and realize that usually there are at least two legitimate sides to every question

(3) If you want to avoid being just a mediocre failure, I would suggest that you lose your ability to see things through the eyes of the rank-and-file employees.

(4) The fourth tip is closely related . . . If you want to muffle the ball in good style, confine your interest to theory and policy and forget the individual as a person.

Become an office or swivel-chair operator. People who have only a meager understanding of what your job is may think you are a "big shot."

(5) Be quick on the trigger to make promises to employees and then promptly forget all about them. . . .

(6) Get into office and field politics with both feet; if there aren't any, start some.

(9) Another sure way to contribute substantially to your failure is to be real certain at all times that you understand employees and know exactly why they feel as they feel. No greater fallacy has ever existed; yet, of all delusions, this is perhaps the most common and is indulged in by people in all walks of life.

About the Authors

Daniel Krakauer is vice president in charge of manufacturing in the main and six branch factories of the Kay Manufacturing Corp., Brooklyn, makers of springs for furniture and bedding. He majored in zoology, with psychology as his related field, at Cornell where he graduated in 1935. After another year of zoology in Johns Hopkins Graduate School, he entered the family business and took on "a rash of night school work in engineering." It was in 1945 at Brooklyn College Graduate School that he took a course under Professor Maslow, to whom he refers in his article. Factories under his management vary in size from 40 to 400 employees. Mr. Krakauer lives in Great Neck, New York.

McCoy C. Campbell, Jr. is personnel director of The First National Bank of Atlanta, Atlanta 2, Georgia. He majored in English at Vanderbilt University and graduated in 1940. He was in personnel work in the army for four years. Before accepting his present position in 1950 he had been manager of the Personnel and RFC Custody Department with the Nashville branch of the Federal Reserve Bank of Atlanta.

Arthur R. Laney, Jr. is assistant to the director of personnel of the Washington Gas Light Company, Washington, D. C. After studying at Davis-Elkins College in West Virginia he was, during "the great depression," variously a sales clerk, a dance band musician, a newspaper man—and almost a politician. Mr. Laney, by night work while in the present position, earned his Bachelor's degree in 1947, his Master's in 1949. He now teaches evening classes in psychology at George Washington University as well as at Southeastern University, as mentioned in a "profile" of him in our November 1952 issue. He has been in personnel work for fourteen years.

Edgar G. Williams is an assistant professor in the Department of Management, School of Business, Indiana University. From 1948 to 1953 he earned his A.B. at Evansville College, his M.B.A. and his D.C.S. at Indiana University. He is a member of the Indiana Personnel Association, and of the American Society of Training Directors on its research committee. Employed by farm cooperatives, retailers and pharmaceutical houses in an advisory capacity, he is a partner in a management consulting firm specializing in managerial development, personnel relations and organizational planning.

Keith Davis is an associate professor, Department of Management, at Indiana University. He has authored many articles on personnel subjects and is a consultant to business in the areas of employee communication and personnel administration. He received his Ph.D. in management from Ohio State University. Formerly an industrial relations specialist in a large manufacturing company.

BOOKS

Reviewed by Harrison Terrell

CONCILIATION IN ACTION—*Principles and Techniques*. By Edward Peters. National Foremen's Institute, Inc., New London, Conn., 1952, pp. xx, 266. \$4.50

The phrase "blow-by-blow account" has been terribly overworked, but applies quite aptly to what the reader can look forward to in this book. The author is a conciliator in the California State Conciliation Service and cites cases just as they came into being and were handled in real life. The author's note on this point reads something like the announcer's introduction of "Dragnet" on the radio. He says: "In the case histories and examples used in the work, all names of persons and companies are fictitious. The events described are authentic and have been altered only to the degree necessary to protect the confidential records of the California State Conciliation Service".

Among the eighteen chapter headings are these: in part I, under the inclusive heading of "The Dynamics of Industrial Strife," are The Setting, The Deadlock, The Strike, The Power Conflict, The Loyalty Conflict, Horse-Trading, Public Opinion in Disputes. In part II, "The Conciliation Technique", are The Conciliator's Contribution, Entering a Situation, Finding the Real Issue, Equities vs. Self-Interest, The Active Role of the Conciliator, The Passive Role, Timing. The final chapter tells what personal qualities a conciliator should have and discusses ethics.

This book, especially the second part of it, is almost as hard to put down as an intimate diary. For example, on page 157

the author says: "In some three hundred disputes, the writer has never had a party renege when an offer given to him by hint or other means of indirection was accepted by the other party. On two occasions it very nearly happened. . . ." Who could stop reading at that point! And when you find out what happened those two times, something else draws you on.

For those who like to know what goes on behind the scenes, this is a book to be enjoyed.

CONFERENCE ON LABOR—*Fifth Annual, New York University*. Edited by Emanuel Stein. Matthew Bender & Company, Inc., Albany, 1952. 857 pages. \$10.

Though the editor says, "It is our belief that this volume, like its predecessors, will serve as a valuable aid to all those engaged in industrial relations work in whatever capacity", this weighty tome is definitely for professionals. It is made up of thirty lectures given before the Fifth Annual Conference on Labor in New York City last April. The conference was conducted by the Law School, the Graduate Division of Public Service, the Graduate School of Arts and Science, and the Division of General Education of New York University. The fact that about half of the lecturers were members of the New York bar or otherwise associated with the law suggests the book's flavor.

The lectures—many of which are expanded beyond their original lecture form—are presented in four groups. Group I deals in general with Taft-Hartley Act

problems and suggested solutions. Group II treats of internal union affairs. Group III discusses new issues in collective bargaining. Group IV talks are on stabilization.

The book is offered to labor-management men on a two-weeks approval basis.

THE WORKERS' STORY; 1913-1953. United States Department of Labor. Superintendent of Documents, U.S. Government Printing Office, Washington 25, D. C. 1953. 143 pages, paper covered, \$.45

A highly interesting and readable book celebrating the 40th anniversary of the U.S. Department of Labor. Eleven chapters deal with the size of our labor force, its make-up, living standards, safety measures, labor unions and other matters having to do with workers and production. A useful list of Department of Labor publications is appended.

Herbert Little, the Department's director of personnel, in sending us a copy said, "We have tried to tell what has happened to the American worker during the past 40 years in his manner of living, his working conditions, his labor organizations, and his relations with his employer . . . in language and style somewhat different from those characteristic of most government publications".

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION—*Proceedings of Fifth Annual Meeting.* Edited by L. Reed Tripp. 1953. pp. x, 254. Paper cover, \$3

This is a collection of papers, concerned with aspects of industrial relations, delivered at the 5th annual meeting of the IRRA at Chicago in late December 1952. The papers will be of little, if any, practical help to personnel men in their daily operations. Nevertheless, they are stimulating, enjoyable and educational. They are the sort of reading that helps make the personnel worker a man of stature, rather than only a plodding doer of jobs.

Part 1 is the presidential address by J. Douglas Brown of Princeton University, dealing with "University Research in Industrial Relations." "Industrial relations", he said, "is not a science. Rather it is the study of the values arising in the minds, intuitions, and emotions of individuals as these values become embodied in group organization and action. The understanding and solution of problems of group organization and action can never be divorced from the more basic understanding of the values which determine individual behavior. . . . The student of an art—and industrial relations is a good example—must ever seek his satisfactions in the improvement of a way of life judged in terms too intangible to prove".

The volume is organized in eleven parts. Among the part titles are: The use of statistics in collective bargaining; The role of public opinion in industrial disputes; The principles and factors influencing managerial decisions in industrial relations; Problems in the development of pension programs under collective bargaining; Leadership and communication in companies and trade unions.

An interesting device in the treatment of subjects is the following of each capital paper with a "Discussion" of the subject and its handling. Each main speaker at the meeting was followed by one or two others who were well informed on his subject and who criticized or "reviewed" the paper immediately. For example, "Ground Rules for the Use of Statistics in Collective Bargaining" by George W. Taylor of the University of Pennsylvania is followed in this book by three pages of comment by William J. Caples, President of Inland Steel Container Corp., and by Andrew W. Myrup, Research Director of the Bakery and Confectionery Workers' International Union of America, AFL. To our mind, these second and third looks at the subject from other points of view are quite helpful.

This and the next reviewed book may

be ordered from the Secretary-Treasurer of the Association, Park and University, Temp. 3 Room 5, Madison 5, Wisconsin.

INTERPRETING THE LABOR MOVEMENT. Edited by George W. Brooks, Milton Derber, David A. McCabe and Philip Taft. Industrial Relations Research Association (address above) 1952. pp. xi, 207. Paper cover, \$3.

This volume is number 9 in the Association's series, in which the foregoing reviewed book was number 10. It consists of ten essays "designed to stimulate new thinking about labor theory—not to provide a definitive and integrated theoretical structure . . . Throughout the essays certain themes stand out: (a) the pragmatic nature of the American labor movement, continually experimenting with a changing environment to survive and grow, (b) the diverse, multi-form character of the movement attacking its problems and seeking its goals through the use of many different structures, policies and techniques, and (c)

the increasing complexity of its activities as it moves beyond the plant and industry into the community, state, national and international arenas." A most useful book for the personnel and labor-relations man who wants to improve his knowledge and understanding of the labor movement.

STRIKES—A STUDY IN INDUSTRIAL CONFLICT. By K. G. J. C. Knowles. The Philosophical Library, Inc., New York, 1952. Pages xiv, 330. \$8.75.

The first part of this study, dealing with British experience between 1911 and 1947, is mainly historical and descriptive; the second, looking at the causes and effects of strikes, is analytic. The author is associated with the Oxford University Institute of Statistics. Serious students of industrial conflict would doubtless find much of value in the book. American industrial and labor relations practitioners would as certainly derive more benefit from a volume of the same kind based on a study of the American scene.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

The Weather and Other Factors Influencing Employee Punctuality. By Roland E. Mueser, Pennsylvania State College. *Journal of Applied Psychology*, Vol. 37, No. 5, October, 1953, 329-337.

A professor noticed on a warm, bright day in early spring that his students arrived unusually early for an 8:00 o'clock class. This observation caused him to wonder whether early morning illumination had any effect on punctuality. To test this hypothesis a study was made of the personnel of an engineering laboratory on the campus.

The employees of this laboratory were regularly checked in by guards and a record was kept of the time of arrival to the nearest five minute interval. An average of 101 men and 31 women were timed six days a week for a total of 69 working days from February to May, 1951. Most of the employees drive to work and the rest walk, so that no bus or train schedule was involved.

The data on the weather were obtained from the Meteorological Department of the College. Readings of light intensity were taken at half hour intervals

from 6:00 to 8:00 a.m. and a total of these values was used as a measure of the light intensity for the early morning. Nine other meteorological variables were also observed and recorded each day.

A distribution of arrival times was made for men and women separately, and a wider distribution was noted among the men. This may be accounted for by the difference in jobs held by the men and women. The women were largely clerical and secretarial workers, while some of the men were research scientists and administrators.

A weekly cycle of punctuality was noted with a tendency for more people to be late on Monday. They do better toward the middle of the week and tend to be more tardy as the week-end approaches.

The correlations between light intensity and promptness were found to be significant at about the 10% level, but they were in an inverse manner from that originally expected. On the average both men and women arrive at work significantly earlier when the morning is dull and later when it is bright. None of the other meteorological factors listed, such as barometric pressure, showed a significant correlation with the punctuality criterion.

Visual Performance as a Function of Low Photopic Brightness Levels. By Milton L. Rock, E. N. Hay & Associates, Philadelphia. *Journal of Applied Psychology*, Vol. 37, No. 5, October, 1953, 412-427.

This careful and comprehensive study will not be reviewed in detail because it is not of general interest to personnel workers. However, anyone who is doing experimental work in this area will do well to consult the article. The bibliography is excellent and there is a helpful summary of recent investigations of visual performance. The care with which the method, apparatus, and results of each of the four experiments are presented makes it possible for other research workers to understand

just what was done. The methods used may be very helpful to those who are planning to study the best color of light to use, or the minimum illumination needed in a given situation.

In this study four types of visual tasks were investigated: judgment of magnitude of an illusion, absolute threshold for motion, depth perception and a simple addition task. All tasks were investigated under five brightness levels. In each of the experiments, critical brightness levels were found below which performance was increasingly poor. Increased brightness above the critical level improved performance relatively little or not at all. It was suggested that for maximum performance on visual tasks, with minimum brightness, illumination should be adjusted to yield brightness values of .05 to .1 foot-lamberts.

Productivity and Satisfaction of Full- and Part-Time Female Employees. By Marguerite S. Gadel, East Orange, N. J. *Personnel Psychology*, Vol. 6, No. 3, Autumn, 1953, 327-342.

This study will be of special interest to firms which are considering hiring older employees or part-time workers to meet their present labor needs. A group of "older" women who had been hired to fill clerical jobs usually filled by younger women was compared with groups of regular women employees. The older women were hired on a part-time basis and worked from 20 to 35 hours a week. Job performance was studied from several different angles and the results indicated that the part-time workers produced at least as much work per hour as the regular employees.

Information was obtained for 301 women employees in one company, 60% of whom were past 40. Almost all these women were married and many had school-age children, and for this reason preferred part-time work. Most of them were doing routine clerical work and a few were on

typing jobs. About one-third of them had worked for the same company previously.

The immediate supervisors seemed to view the older women as more desirable employees than the younger workers. However, production records, comparative rankings, and supervisory estimates of the learning ability of these employees would indicate that the two groups are about equal. It is interesting to note that the older employees were slightly inferior in performance on the clerical tests used by the company. Their similarity in job performance emphasizes again the fact that such factors as attitude and judgment, as well as clerical ability, play a part in determining success on a job.

The older workers had considerably higher job satisfaction and considerably lower turnover during the period studied. There was some evidence that their job expectations differed from those of younger employees. This difference in job expectation may be a partial explanation of their higher job satisfaction which may contribute to their good performance.

The article gives tables showing job performance by five-year age groups and gives examples of the types of rating scales used to study job performance and job satisfaction.

The Validity Information Exchange. Announcing a New *Personnel Psychology* Feature. *Personnel Psychology*, Vol. 6, No. 3, Autumn, 1953, 265-270.

Everyone is asking for validity information on tests used in personnel selection,

but no one actually engaged in employment work seems to have the time to conduct validity studies. Of the validity studies which are done a great many are never prepared for publication because of the additional trouble involved.

The editors of *Personnel Psychology* believe that the interchange of experience and research results will be of great value to individual personnel workers. In order to facilitate this they have set up a Validity Information Exchange. They have devised a form which they believe can be filled out in less than an hour. The information required on this form covers the following points:

- o. Code number for the position as given in the *Dictionary of Occupational Titles*.
1. Author
2. Firm
3. Job description
4. Criterion
5. Sample
6. Size of sample (N)
7. Predictors
8. Technique

The forms are currently available on request from: Erwin K. Taylor, Western Reserve University, Cleveland 6, Ohio.

It is emphasized that negative reports may be as useful as reports of tests which show high validity. The projected exchange will have value only if personnel research workers cooperate to the full in submitting reports of all validity studies. It is hoped that perhaps by the spring of 1955 it will be possible at nominal cost to supply any research worker with a set of such reports for any particular job for which he is interested in developing a selection battery.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION prints a thoughtful article by Morley H. Fox, Supervisor of Salary Standards and Employee Services, B.C. Electric Railway, Ltd., Vancouver, on "Merit Rating" in the September issue of *Personnel Panorama*. Mr. Fox concludes that a sound merit-rating system should have the following characteristics: (1) it should be tailored directly to the needs of the company it serves; (2) it must be reliable in that it must maintain consistency after repeated application; (3) results should be as free from unconscious bias as humanly possible; (4) the system must have built into it some method of counteracting the universal tendency to rate too high, and must have within it some method of levelling out differences in outlook by various supervisors towards merit rating; (5) the system must be easy to understand, both by supervisors and by employees; (6) it must be practical; (7) it should be fair to the employees and yet provide management with an over-all administrative control over the amount of merit increases.

The Seattle Chapter of the association in its *Monthly Bulletin* for September reports on "What's New in My Company." Blair Franklin of the Pacific Telephone and Telegraph Co. told of the company's increasing difficulty in hiring and keeping desirable people on the payroll. They decided to question former employees to find why they had quit and, as much as possible, their thoughts, feelings and attitudes toward the company. The questioning showed that hours of work and central office leadership needed attention. Under the same "What's New" heading, Leslie Harrold of the Continental Can Company reported on his company's train-

ing courses. At least five of these were said to be conducted by the company training department in Chicago. Supervisors enrolled in them are taken off their jobs while training. Other chapter members contributed to the same report, telling about their indoctrination methods, their performance reviews, and their recreational programs. Exchange of experience and information in this way seems like a good idea. Has any other club tried it?

Seattle was host to the other chapters of the association at a conference held the last of October. Robert C. Landon addressed the group on "Ethics for Personnel Management." There were workshops on management development, group development, collective bargaining, recruiting, effective and ineffective economic education, and communication.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION heard about the labor problems on the New York City waterfront recently from the Rev. John M. Corridan, S.J., Associate Director of the Xavier Institute of Industrial Relations. According to Father Corridan, corruption on all levels seems to be the underlying cause for the poor labor relations on the docks. Not only are union officials involved, but apparently certain industry and government people are equally tainted. The industry obviously has no labor policy. Arbitration is no answer to the dilemma. The problem boils down to a single question—how to get rid of the racketeers.

In the summer issue of the *NYPMA Bulletin* William E. McCauley urges personnel people to look ahead, and correct some of the abuses and omissions found in industry today, instead of being smug

about progress. He feels in particular that records are inadequate and not used properly in many cases. Training is insufficient in his opinion, and the promotional procedure is probably the most glaring deficiency in the personnel scene. Too often promotions are made blindly, without proper consideration, and for the wrong reasons. Incentives, he says, are not tried until the company is on the rocks. Communications are not considered until the company has had considerable labor trouble. Training is used only in time of glaring need. The task ahead is appalling in scope, but the possibilities for improvement are great.

The October meeting of the group was devoted to a panel discussion of "How to Keep Hard-to-Find-Employees on the Job After They Are Found." The moderator was Dr. F. Bradshaw.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO has worked out a series of conference group activities for 1953-4. The topics selected are: labor-management relations; employee selection, placement and evaluation; health and employee welfare; new developments in industrial relations; employee education and development. All conference group meetings are held at the dinner hour on Tuesday or Thursday. The meetings are discussion sessions in which the active participation of all is welcomed. The October meeting of the association was addressed by Edward A. O'Rourke General Manager, New York State Division, The Reuben H. Donnelley Corporation. He spoke on "Organizing for Good Industrial Relations."

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES featured a panel on "Employee Opinion Polls" at their September meeting. A. J. Alstrom, Standard Oil, and C. E. Ducommun, Ducommun Metals and Supply Company, participated. Mr. Alstrom presented the subject from the viewpoint of a large,

geographically scattered, partially unionized company. Mr. Ducommun discussed the subject from the point of view of a smaller, single-plant, non-unionized company which has operated four opinion surveys. The association has recently adopted the policy of making tape recordings of the programs, which are later transcribed, mimeographed, and mailed to members. Other associations please note.

TRAINING DIRECTORS SOCIETY OF PHILADELPHIA went to Wilmington for their October meeting. The subject was "Demonstration of Three Training Areas: Supervisory, Technical, Clerical." At five o'clock Carl MacAndrews, Assistant Manager, Industrial Relations Division, gave a definition of DuPont's training philosophy and stated the relation of the Central Training Staff to other departments. George Port conducted a flannel board presentation of Discussion Leading Training for supervisors. After dinner William Redd told how to develop the presentation of a technical training program for professional personnel, and W. Tremaine described work simplification adapted to the clerical level. H. W. Tapper, Director of Field Research for Research Institute of America, led a workshop for the group on October 30th on the subject, "Measuring Training Results."

THE TOLEDO PERSONNEL MANAGERS ASSOCIATION heard David M. Molthrop, Executive Vice President Northwestern Ohio Industrial Council, at their September meeting. His subject was "Job Security: Let's Talk Sense." Mr. Molthrop was with the National Association of Manufacturers and did considerable research on the subject of the guaranteed annual wage. He discussed many points that were revealed in this study.

APPLETON PERSONNEL ASSOCIATION, Appleton, Wisconsin, discussed "Com-

munications in Industry" at their October meeting. Carl R. Geisler, Director, Personnel Division, Marathon Corporation, was the speaker. A successful openhouse program staged by a member was held in September at the Appleton Coated Paper Company.

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE looked ahead to "The Personnel Job of the Future" at their October meeting. The speaker was Thomas G. Spates, Professor of Personnel Administration, Yale University. Listed on the announcement of the meeting are several other meetings of interest to the membership, such as that of the American Society for Personnel Administration, which held its 5th Annual Convention in St. Louis in November; a course on the problems of Alcoholism in Business; and meetings of the Boston Credit Men's Association and Retail Credit Association of Boston. These reminders are a nice service from the Club.

THE CHAMBER OF COMMERCE IS CLOSELY IF NOT DIRECTLY RELATED TO THE PERSONNEL ASSOCIATION in many communities. This is the case in Boston, as noted above, in Philadelphia, and in Cleveland. William G. Donaldson, Assistant Manager, Business Information and Statistics, of the Cleveland Chamber of Commerce has written us that "there is a cordial relationship between Associated Industries and The

Cleveland Chamber of Commerce. A few years ago Associated Industries had reached a low ebb but a reorganization took place and Ben McClancy, director of human relations of American Type Founders, Inc., was brought in as general manager. He has since assembled virtually a complete new staff of very able men. The organization undertakes extensive research in personnel and labor relations and offers services in the field of collective bargaining, including direct assistance in contract negotiations.

"The Chamber, of course, has many varied activities with only a small staff devoted to personnel services to our members. However, we have our own following and many of our five thousand members do not have access to the services of the Associated Industries. Therefore, we try to do the best job we can, acting as a clearing house on wage rates, personnel practices, and the like, and coordinate a rather extensive program involving a number of affiliates such as the Cleveland Personnel Association, the Industrial Relations Association of Cleveland, and the Northern Ohio Chapter, American Society of Training Directors and the Northern Ohio Industrial Editors Association.

"Our ties with these groups, which lean on us quite heavily, also put us in the educational field where we sponsor currently about five night school and institute programs for personnel, training and supervisory people."

Attending the Conferences and Courses

THE AMERICAN MANAGEMENT ASSOCIATION held a national manufacturing conference in Philadelphia, October 20-30. J. Keith Loudon, vice president and assistant to the president, York Corporation, York, Pa., spoke at the final luncheon. His topic was, "Planning in a Manufacturing Enterprise." Other featured speakers

included John L. Busey, vice president, General Electric Company, New York; Dr. Douglas McGregor, president, Antioch College, Yellow Springs, Ohio; and Harrison F. Dunning, vice president, Scott Paper Company, Chester, Pa.

TWENTY-FOUR COURSES IN LABOR AND

PERSONNEL ADMINISTRATION are being offered by the Evening and Extension Division and the Intensive Business Training Program at the City College School of Business and Civic Administration, New York. Dr. Robart A. Love is the director. These courses handle such phases of the work as employment procedures, collective bargaining, job analysis, job evaluation, development of wage incentives, induction procedures and training programs.

THE COUNCIL OF PROFIT SHARING INDUSTRIES held its sixth annual conference in Boston, November 12 and 13. Close to a thousand leaders in industry, labor and government attended. The theme of the two-day program was "Profit Sharing, How It Works." Business was represented by Cass S. Hough, executive vice president of Daisy Manufacturing Company, Plymouth, Michigan; James F. Lincoln, president, Lincoln Electric Company, Cleveland; Clarence A. Wimpfheimer, president, American Velvet Co., Stonington, Conn.; John A. Dickie, general manager, MB Manufacturing Company, New Haven, Conn.; Walter H. Wheeler, Jr., president, Pitney-Bowes, Inc., Stamford, Conn. and others.

The first morning's session was highlighted by a panel discussion on how

profit sharing works in a textile plant, and in a metal fabricating plant. The speaker for the dinner meeting was Senator John F. Kennedy of Massachusetts. Panels on internal revenue, wage and hour division, and renegotiation were included in the schedule for the second day of the conference. Speaker for the final session was Dean William G. Sutcliffe, Boston University College of Business Administration.

THE SOUTHERN ECONOMIC ASSOCIATION met in Atlanta November 13 and 14. At the afternoon session on the thirteenth the topic discussed was "Problems of Southern Economic Development." Stefan Robock of the Tennessee Valley Authority talked about industrialization in the south, Thomas A. Kelly and Ben M. Wofford, both of Mississippi State College, discussed the sources and efficiency of working forces in selected Mississippi plants. A round table on industrial relations the next morning was chaired by Joseph A. Greene, Jr. of Mississippi Southern College, and one on the guaranteed annual wage, by Harry D. Wolf, University of North Carolina. "Regional Characteristics of Industrial Relations in Southern Industry" was presided over by George R. Koons, Bowaters Southern Paper Corporation.

What's New in Publications

NOW THAT YOU'RE WITH US, says a new booklet put out by Raytheon Manufacturing Company, let's get acquainted. *Your Job at Raytheon* is a bright, loose-leaf, orientation handbook that has all the answers any new employee could ask for. Some unusual features include a map giving the location of the various plants, and a list of employment office locations "in case any of your friends or relatives want to apply for jobs at Raytheon (and we encourage the hiring of friends or relatives

of our employees)." Also of unusual interest is a family tree showing the growth of the company, and a list of rules and regulations graphically presented in cartoon form. Inside the front cover is space for pertinent personal information such as working hours, payroll classification, location of time clock, and the supervisor's telephone number. Raytheon Manufacturing Company, Waltham, Newton, and Quincy, Massachusetts, whose slogan is excellence in electronics, have an excellent handbook.

GOOD EMPLOYEE RELATIONS IMPROVE EFFICIENCY, according to two detailed case histories recently published by the *Chamber of Commerce of the United States*. Under the general title, *Developing a Better Understanding of Business Through Effective Employee and Community Relations*, the Chamber has reported on the Steel Improvement and Forge Company, Cleveland, Ohio, and the Standard Register Company of Dayton, Ohio.

In the case of Standard Register, the company improved poor postwar morale by instituting a plan of management by consultation rather than directives, which emphasized close cooperation between top management and supervision.

During a 10-year period, Steel Improvement and Forge Company suffered four major strikes and a number of minor departmental work stoppages. Relations with the union had reached a point where crews had a tendency to walk off the job first and talk to management afterward. Following World War II, Steel Improvement began a comprehensive program to develop better management-employee relations by stressing good human relations and communications. The result—seven years without a work stoppage.

Copies of the reports are available at 50¢ each from the Education Department, Chamber of Commerce of the United States, 1615 H Street, N.W., Washington 6, D. C.

LEADING FIRMS HAVE BEEN ENGAGED IN DEVELOPING REPORTS SYSTEMS which will facilitate the planning function and provide close, accurate control at all levels. At a special methods review conference held by the *American Management Association* in May five such companies described their individual programs—with special emphasis, in each case, on a particular phase of the reporting problem. These reports have recently been published under the title *Reports to Top Management*. The five systems described are: Burroughs Corpora-

tion, "Motivating Executive Action Through Reports," by James F. Lillis; Carrier Corporation, "Obtaining Proper Dissemination of Reports," by Fred. F. Hoyt; Koppers Company, "Reporting in a Control Group Organization," by Thomas J. McGinnis; Thompson Products, Inc. "Using Charts to Present Financial Data," by Ernest C. Brelsford; and Ford Motor Company, "Building an Integrated Reports System: An Outline," by George E. Altmansberger. The volume is available from the American Management Association, 330 West 42nd St., New York 36, at \$2.50 for members, and \$3.75 for non-members.

GOOD PERSONNEL ADMINISTRATION IS GOOD BUSINESS, according to a new publication, *Business—Is People!* published by the personnel management division of the *Commerce and Industry Association of New York, Inc.* The ten-page booklet presents in a good clear format the questions of recruiting, selection and placement; training; salary administration; employee benefits; employee communications; supervision; and unions. The material is offered in the form of questions for the most part, and should provide a handy reminder list for anyone responsible for personnel policies. The publication is available at 15¢ from Commerce and Industry Association of New York, Inc., 99 Church St., New York 7.

EMPLOYEE OPINIONS about wages, working conditions, supervision, policies, management, and so forth is quoted in a new publication *They Said It*. The booklet contains the answers of thousands of employees in many companies to some of the questions most frequently asked in the Employee Opinion Surveys conducted by *Guy Arthur and Associates, Inc.* of Toccoa, Georgia. The opinions are presented in charts and percentages. Opinions are given on the company, on information, pay, opportunities and promotions, job security,

management, fellow employees, and bosses. The booklet is free on request.

GOOD BUSINESS IS BASED ON PROFIT FOR ALL, not only the stockholders, but the employees and the community itself. The *Champion Paper and Fibre Company*, Hamilton, Ohio, has recently put out two films, described in a leaflet with color photographs. The first film is titled "Good Business," and describes the people who work in the integrated Champion paper mills, and their communities. The second is "Deep Roots," an interesting and informative account of how the industry developed the use of pine in making paper.

SUCCESSFUL MANAGEMENT of any enterprise, public or private, depends on getting effective results from people, states the foreword of *Personnel Administration for Libraries*, put out by the American Library Association, Chicago. This bibliographic essay constitutes a brief survey of the large body of personnel literature, with special reference to its application to libraries. The material is divided into six parts: (1) general; (2) position classification and salary administration; (3) selection of employees; (4) development of employees; (5) conditions of employment; and (6) human relations. The price is \$2.25.

TWO NEW MANAGEMENT REPORTS published by the Research Division, California Personnel Management Association, have come across the editor's desk. One is called, *Industrial Medicine and the Company Relations Program*, a stenographic brief of an address given before the association by R. B. O'Connor, M.D., Medical Di-

rector, Loss Prevention Department, Liberty Mutual Insurance Company. Dr. O'Connor emphasizes the difference between the more archaic type of industrial medicine consisting of injury care and screening examinations, and today's program that is essentially a program of health maintenance. The emphasis in today's industrial medicine is on health and preventive medicine. In conclusion Dr. O'Connor reminds his audience that "while you can learn from the right industrial physician a good bit about human relations, there is a great deal that you should be teaching him about the mechanics of industrial relations in your plant."

"When Should a Worker Be Retired" is the subject of the second report. Ron Stever, president of Ron Stever and Company, gave the address. Mr. Stever concludes that "pension and profit-sharing plans and the other fringe benefits have become an accepted and important part of our economy. Management has recognized such plans as good business. Management must review the objectives of these plans in order that they may be executed in a sound and business-like manner."

The reports are available from the Research Division, California Personnel Management Association, 2180 Milvia St., Berkeley 4, California, at \$1.00 each.

THE SELECTION AND DEVELOPMENT OF EXECUTIVES is the subject chosen for September by *Selected References*, published by the Industrial Relations Section, Princeton University. The references are grouped under three titles; (1) general discussions, (2) problems and techniques in selection, and (3) types of executive training.

Looking Over the Employee Magazines

CHARLES PFIZER AND COMPANY, INC. manufacturing chemists of Brooklyn, N. Y., have sent us a copy of the first issue of

their new *The Pfizer Magazine*. The 20-page magazine is attractive and is amply illustrated with photographs. The first issue

describes recent company outings, and has an interesting article on two company products. A new health plan is described and the company's three fire brigades are given a good write-up. A contest will be held to name the bi-monthly magazine, published for employees by the Industrial Relations Division, Charles Pfizer and Company, Inc., 11 Bartlett Street, Brooklyn 6, N. Y. Henry J. Blossy is the editor.

THE LIONEL CORPORATION, Irvington, N. J., publishes *All Aboard*, a similar "slick" magazine. The lead article in the September issue is "Tales of a Tourist", describing the European travels of Mrs. Joseph L. Bonanno. It is illustrated with photographs, and some very pleasant sketches. Pardon us for asking, but who is Mrs. Bonanno—a company employee, or the wife of an employee? And who did the sketches and took the pictures? The magazine doesn't reveal this information, which would be of interest to readers. Maybe everyone connected with Lionel knows. We bring this point up, gently we hope, because it is quite a common omission in company magazines. "Outward Bound" is a good description of the Truck and Platform Control department and its work. Other articles tell about the hobbies of some of the employees, and the various ways in which it is possible to study at night. There are the usual departments on activities of the employees. James Limner is editor, and Betty Rivola the assistant editor.

SPEAKING OF ERRORS OF OMISSION, there's one more to be brought up. *The SGIOpener* is a nice little four-page company newsletter that comes to us from Regina, Saskatchewan. Seems like a pleasant group of people up there in Canada. Their pictures in the letter look good, they get married and promoted and go hunting and have softball games, *but* we don't know who they work for! How about it? Anyone have

a clue? Gentle hint: the name of the company should appear on any house organ.

PENNSYLVANIA SALT MANUFACTURING COMPANY, of Philadelphia, has just started to publish the *Pennsalt Profile*, a 20-pager well illustrated with photographs. A two-page map in the September issue shows how Pennsalt reaches from coast to coast and across the seas. There is a page especially for the ladies. Scholarship awards are announced and a picture-article shows the many ways in which Pennsalt products help make schools better. Putting the right man in the right job at the right time is the aim of Pennsalt's management development program, according to a brief article in the same issue. In introducing the new magazine George B. Beitzel, president of the company, says it will deal chiefly with Pennsalt people at work and will be sent every month to the 3400 employees and more than 200 retired workers, as well as Pennsalt people in the armed forces. Quentin R. Fehr is the editor. Barbara B. Martell is assistant editor. Congratulations to them on a most attractive magazine.

MELLON BANK AND TRUST COMPANY of Pittsburgh introduces a new look with the October issue of *Mellon Bank News*. The editor explains that "we're going to be using a new kind of photography—photographs taken by a Polaroid Land camera which is the camera that develops its own pictures in one minute. Because we will be taking our own photographs it will be easier to use pictures in the magazine. And best of all, we'll be able to be more timely, since the period between the time we take a picture and the day it can appear will be cut to about one week. Finally, our printing arrangements will permit us to make more use of color." Most of the items in the magazine are personal, but the lead articles gives an interesting formula for figuring monthly salary "which is probably higher than you think." In the article a

supervisor points out to an employee about to resign in favor of a "better-paying" job, that the new salary is really no higher than her present one. The employee had calculated her monthly salary simply by multiplying her two-week pay check by two. The supervisor reminded her that most months have more than four weeks, and that the Christmas bonus and other benefits should not be forgotten. This is useful point of view for personnel people to keep in mind. Another omission: the editor's name is not given. You put out a good publication. Take the credit for it! Naming the editor gives a magazine more personality, too.

RAYTHEON MANUFACTURING COMPANY publishes a monthly newspaper, the *Raytheon News*. A flourishing Trading Post offers items for sale or rent, and lists wanted objects—a convenient service. The newspaper format permits a nice variety of personal items and company reports. It also allows the relatively painless appearance

of an editorial. The one in the September issue points out that the only way for employees to make more money, in the long run, is by increasing production. "It is only by producing more goods per man-hour of work that real wealth and increased purchasing power can be accomplished on a healthy and stable economic basis. Increases in wages which raise costs and hence cause higher prices do not increase the amount of goods we can buy from our daily earnings. . . . Numerous factors enter into the improvement of productivity; invention, capital investment, better machines, the skill and co-operation of employees, management competence and even competition. Combine these factors and we find that productivity is usually measured as unit output per man-hour. Greater productivity means higher wages, more goods, lower prices." Riley Hampton edits *Raytheon News* published by the Raytheon Manufacturing Company, Waltham 54, Massachusetts.

Make-up of a Monthly Personnel Report

Reproduced on the inside first cover of this issue is a form used by The Pennsylvania Company for Banking and Trusts, Philadelphia, for a monthly Personnel Report. This is a useful form which, with some variation in terminology, could be adapted to the needs of many companies. Actual size is 11" x 8½".

You will note that the left-hand side provides space for a summary of the actual and the authorized force in all the major divisions and departments of the company at the end of the month. On the right-hand side is space for statistical data, including turn-over, absenteeism, number of applicants and numbers hired. The rest of this side is a summary of reasons for terminations. Charles W. Books is personnel officer of the company.

SITUATIONS WANTED

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available now. Resume on request. Reply Box 232.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 233.

EMPLOYEE RELATIONS STAFF MEMBER: Thorough training plus diversified academic and industrial experience. Prefer company progressive in personnel methods. Major areas of interest are training, selection and placement, research, counseling. Penna. or nearby areas. Reply Box 247.

TRAINING DIRECTOR: Experienced in planning and organizing training programs. Experience in executive development training. 2-1/2 years industrial training. 3 years university teaching. Strong communications background. Education includes engineering training. Age 32, married. Reply Box 248.

INDUSTRIAL RELATIONS: 5 years diversified experience in contract negotiation and administration, grievance procedure, job evaluation, personnel administration and foreman training. B. S. Cornell M.A. Age 29, married, 1 child. Present salary, \$7500. Reply Box 249.

PERSONNEL OPPORTUNITY: 4 yrs. multi-plant personnel experience; heaviest in all phases employment and training; writing ability. 3 yrs. supervisory and instructing exp. military; pre-War in varied occupations, inc. sales. Age 37, married. Devoted to continual study and self-improvement. B.S. Degree Industrial Relations. Desire challenge and responsibility in progressive firm. Resume at your request. Reply Box 250.

TRAINING COORDINATOR: 2 yrs. as training coordinator on Staff Level in Navy. Practical experience in phases of machine shop, sheet metal, electricity, welding, foundry, heat treatment and wood trades. Knowledge of management and supervisory development programs, curricula organization, on-job training, labor problems, professional and trade occupations. Trade industrial experience. BS and MA degrees in vocational and educational areas. Age 35. Married. Locate in East. Resume and recommendations on request. Reply Box 251.

PERSONNEL—Age 30. B.S. Degree. Six years experience in all phases of personnel administration. Presently in position of Assistant Personnel Director, multi-plant manufacturing organization. Willing to relocate. Complete resume upon request. Reply Box 252.

PERSONNEL ASSISTANT: Valuable experience as interviewer & in wage research. Familiar with most other personnel and I.R. problems. Vet. 26, some graduate work. Write to: 99-43 66th Ave. Forest Hills 74, New York.

INDUSTRIAL RELATIONS & ECONOMIC RESEARCH: Varied experience in wage and salary administration, industrial relations research, training and statistical controls. Age 39, Ph.D. Reply Box 253.

INDUSTRIAL RELATIONS—LEGAL COUNSEL: Attorney, over 5 yrs. experience negotiations, arbitration, wage and salary administration, supervisory training, policy development; general corporate legal background. Presently assistant to personnel vice president multi-plant 150,000 employee Eastern firm. Desire position of increasing responsibility. Relocate. Reply Box 254.

PERSONNEL: B.A., M.A. Personnel Administration, psychology, guidance, recreation specialist. Member N.V.G.A.; A.P.G.A./veteran, Age 27. Opportunity. Some training—knowledge of legal education. Reply Box 255.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

JANUARY

21-22 New York. Hotel Astor

National Industrial Conference Board, Inc., General Session. 247 Park Avenue, New York, N. Y.

29 Cleveland, Ohio. Hotel Carter

Cleveland Chamber of Commerce. Sponsored By: Cleveland Chamber of Commerce Groups. 13th Northern Ohio Personnel and Executive Conference. Wm. G. Donaldson, 400 Union Commerce Bldg., Cleveland 14, Ohio

FEBRUARY

15-17 Chicago. Palmer House

American Management Association. Personnel Conference. Mr. John Binns, Personnel Division Manager, AMA, 330 W. 42nd Street, N. Y.

18-19 Minneapolis. University of Minnesota

Sixth Annual Labor Conference. University of Minnesota, Center for Continuation Study, Minneapolis 14, Minn.

MARCH

10-11-12 Roanoke, Virginia. Hotel Roanoke

American Association of Industrial Editors, annual convention. Convention chairman: W. A. McClung, Appalachian Electric Power Company, Roanoke, Virginia.

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Editor to Reader:-

OHIO SEEMS TO HAVE BEEN STRUCK BY A BLIGHT LATELY—a printer's blight. T. D. Trackler of the Aluminum Company of America, Cleveland, writes that he was particularly interested to find listed in our November issue an article by Thomas C. Kent on the importance of writing labor contracts in plain language. When he turned to the article, however, he found the pages blank. That, he laments, "left me with what little I already know about such things."

The next day we got a letter from A. O. Preyer, Jr., Industrial Relations Manager of Barnes Manufacturing Company, Mansfield, Ohio. On page 205 of the November issue his eye caught the beginning of a paragraph reading, "Sloppy writing is the rule . . ." He thought the topic would interest his secretaries, so he began reading it to them. (His letter infers that they think some of his writing is a little sloppy, too.) He says, "I began reading it to my secretaries; I turned the page and—blank(ity)-blank!!"

Page 206 was just as wordless as when it left the paper mill. Mr. Preyer goes on to say that, although sloppy writing and sloppy printing are the exception in *PERSONNEL JOURNAL*, he had to ask that we send him a perfect copy of the magazine because he wanted to read the article "Unanticipated Results of a Foreman Training Program"—the blank pages of which were unanticipated. Mr. Preyer's concluding sentence was, "I enjoy the *JOURNAL* very much."

That put us in such a good mood that we hastened to assure our printer that we forgave him to Messrs. Trackler, Preyer and any others who may have received imperfect copies. Nevertheless, we do hope that all who get such copies will do us the favor of telling us and allowing us to make

amends, rather than shrugging it off and keeping mum. PJ articles and editorials are too good (we hope) to miss unnecessarily.

I HAVE WRITTEN A NUMBER OF TIMES on the subject of women in business, pointing out that much talent goes unrecognized because it wears skirts instead of trousers. A recent issue of *Burroughs Clearing House*, published by the Burroughs Adding Machine Company of Detroit, points out that the Manufacturers Trust Company of New York now has a total of 16 women officers, with the appointment of Miss Helen Walsh as an assistant secretary and Miss Virginia L. Kraus as an assistant branch manager. If the Manufacturer's Trust Company has found 16 women to occupy executive positions, perhaps you would find it worthwhile to hunt for talent among your women employees.

YOUR EDITOR AND ASSISTANT EDITOR spent two weeks in October on a trip to parts of Texas and California. Two days in Houston and one in Dallas impressed us with the vigor and rapid growth of those cities, which are representative of the growth of the southwest generally. Elsewhere, we have written about some of our impressions on this trip. In Houston, the assistant editor took a bus to pay a visit to the beautiful new regional office of the Prudential Insurance Company. (When the editor made such trips, he took a taxi!) The assistant editor, as usual, sat where everything could be easily seen. Attention was attracted to the cap worn by the bus driver. It had a row of small five-pointed metal stars mounted around the band. When questioned, he said they were safety awards—one for each year of accident-free driving. He said he had more

at home—18 in all. However, he seemed to feel he hadn't done as well as he should in 33 years of service. Bus riders in Houston must gain confidence from seeing stars on the hat bands of drivers.

HOW WOULD YOU LIKE TO HAVE A WHOLE YEAR'S VACATION for every ten years of service? Hedco Manufacturing Company of Chicago has included such a provision in its contract with the A.F.L. Electrical Workers union, as a substitute for a pension plan. Vacation goes to hourly workers after each ten years of service, and any work performed during the vacation year will be paid for at double time. While the tenth-year vacation plan is a substitute for a pension plan, it does not interfere with the regular vacation in other years. Conference Board *Management Record* carries this story in its November issue.

THE FOLLY OF ROUND-THE-CLOCK NEGOTIATIONS to end industrial disputes was demonstrated in October in the milk strike in New York City. A. H. Raskin, writing in the November 2 issue of the New York Times, remarks, "After a week without sleep, the industry and union conferees were so groggy that minor differences became the basis for violent recriminations, and the ability to compromise flew out the window." The reason in this case why negotiations were carried on continuously was for fear that any slackening in the talks might give some politician an excuse for stepping in. It was felt that too many people were trying to mediate. One of the key negotiators remarked, "If mediators are going to do any good in future negotiations, someone will have to settle the jurisdictional disputes among all the government units that want to horn in on a situation like this."

ANOTHER ANGLE ON EXCESSIVE MEDIATION was revealed by comments by Whitely P. McCoy, who heads the Federal

Mediation & Conciliation Service. He said, "We sense the feeling that the federal government is doing too much, that it is costing the taxpayers too much, and that some de-centralization is in order." He thinks that more responsibility for labor matters should be returned to the states and other nonfederal agencies. His remarks were made at the National Industrial Relations Conference held in Philadelphia in November under the sponsorship of the U. S. Chamber of Commerce, Philadelphia Chamber of Commerce and the Labor Relations Council of the Chambers of Commerce.

Another speaker, A. L. Lynn, chairman of the labor relations committee, U. S. Chamber of Commerce, declared that compulsory membership in labor unions is a blow to democracy. Lynn is vice president of the Island Creek Coal Company in West Virginia. He said that membership in both employer and labor organizations should be voluntary. "Every time men are forced to join an organization against their will, democracy loses a point." I consider compulsory unionism an unmitigated evil. Too many corporations are allowing themselves to be beguiled into adopting this compulsion in the form of the union shop or maintenance of membership.

In October, the Georgia Supreme Court enjoined picketing on a school construction site, thus upholding the constitutionality of the 1947 Georgia law which was designed to preserve the right to work to anyone who decided that it was more in their interests to work than not to work.

HOW TO AMEND THE TAFT-HARTLEY LAW—or whether to amend it at all—has been a topic of great discussion in recent months. A recent highlight was the address by the new Secretary of Labor, Jim Mitchell, at the annual convention of the CIO in Cleveland November 18. His talk was temperate and well-balanced but was not well-received by the union leaders at

the convention. There was particular objection to his appeal for a fair and well-balanced law, which could take into account the interests of all parties concerned—public, labor and management. Mr. Mitchell suggested that any future discussions start from "the point of realism—which is that the Taft-Hartley Act and many of its features are sound, fair and just—and preclude further talk of repeal of the Act."

A. H. Raskin of the *New York Times* reported on the CIO reaction to Mitchell's plea to be "realistic" and stop talking about repeal of the Taft-Hartley Act. Instead, the convention unanimously renewed its six-year old demand for the wiping out of the Taft-Hartley Act and its replacement by a statute modeled on the old Wagner Act. Arthur J. Goldberg, the CIO general counsel, said "Very frankly, we do not want a neutral law." This comment, it seems to me, summarizes the whole attitude of union officials—as distinguished from that of the whole body of union and non-union workers. Union officials don't want a fair and impartial law, they want one in which the cards are all stacked in favor of labor and against the public and management. It is enlightening to have them say so frankly.

AN INTERESTING RECENT ADDRESS was that by William Barton, General Counsel of the U. S. Chamber of Commerce, at a meeting for the seven Chambers of Commerce of the San Gabriel and San Fernando Valleys, California. Pasadena, Alhambra, Burbank, North Hollywood, Glendale, El Monte, and Van Nuys Chambers of Commerce were represented. Barton sharply criticized the excessive concentration of union power at the top, feather-bedding practices, complete union control of employee welfare funds, compulsory unionism and secondary boycott. He declared that lack of democracy in the union movement is a major stumbling block to

industrial peace, and praised the increasing number of states passing laws banning any form of compulsory unionism.

Strikes and picketing should be made illegal in union-recognition disputes, except after a board election or after a strike vote by secret ballot, Barton declared. Since the secondary boycott is designed to injure innocent third parties, it is an inappropriate weapon and should be forbidden, he said. Pointing out that monopolistic practices by employers long have been illegal, Barton added, "The same ban should be extended to such practices by labor unions."

This, it seems to me, strikes at the heart of the whole matter. Unions want to have privileges denied to every other organized section of the population. Perhaps it is not so much that unions want these special privileges, but rather that union leaders want them. In a recent syndicated report under the title of "How Bad Is the Taft-Hartley Act?", Dr. Sumner H. Slichter, Professor of Economics at Harvard and well known for his sound views on labor matters, said "The Taft-Hartley Act has many defects but fundamentally it is a good law. Its outstanding merit is that it is many-sided. It gives balanced protection to all groups; not only to unions and employees, but to employers, neutrals and the general public as well. In this respect, the Taft-Hartley Act differs from the Wagner Act, which protected unions against employers."

Everyone concerned with union matters should keep before him the sound view of legislation affecting organized labor and not be stampeded into unsound stands. Let's modify the Taft-Hartley Act further in the direction of balanced fairness to all parties.

GUARANTEED EMPLOYMENT IS A TOPIC OF CURRENT GREAT INTEREST and you may expect to hear more about it in the years to come. I was fortunate to hear an address

on this subject by a man who knows a great deal about it from first-hand experience. R. R. Deupree, Chairman of the Procter & Gamble Company, spoke to the California Personnel Management Conference held in Berkeley, California, in October.

The speaker made the important point that the company had not literally guaranteed employment but has produced the same result. In consequence, the company has never had large-scale layoffs. This has been possible because of management planning so that production is uniform throughout the year. Employees are assured of 48 weeks of work out of 52 after two years of employment. This contract is reviewed every six months and is, therefore, not an indefinite guarantee. However, the company has been able to maintain it uninterrupted for a good many years.

He thinks the solution to the problem is for managements of those companies which can regularize their production to do so. He pointed out the difficulty of doing this for secondary manufacturers whose product goes to other manufacturers. In spite of the difficulties, he believes that all management should be working on the problem.

Literal guarantee of employment in all industries is an impossibility. Perhaps some union leaders would like to have it as a means of gaining political control over production and, therefore, over American industry. If many companies undertake to guarantee employment and then find themselves unable to make good, the result will be wholesale failures or else government intervention. Socialist-minded union leaders would no doubt like government intervention, but again here is a point of labor conflict which industrial relations people should watch very carefully. It is probably going to be impossible indefinitely to stay on the side-lines and refuse a deal with the unions on this issue. Something will have to be done and the only thing

practical is regularizing company operations.

The Chamber of Commerce of the United States has recently issued a monograph, "The Economics of the Guaranteed Wage." This is a report of their committee on economic policies. This report of 34 pages is an analysis of the job security program, and the possible impact of broadly extended wage guarantees. It is a revision of an earlier document by the same title.

In the *New York Times* for October 22, there appeared a letter from Nat Weinberg, Director, Research & Engineering Department, UAW-CIO. He made a plea for the guaranteed wage as a means of promoting industrial peace. He deals rather summarily with the problem of stabilizing production by saying that "resort to this argument serves only to strengthen our conviction that we can expect no serious stabilization from management until after we have won wage guarantees."

This is a subject that will be heard from more and more. Copies of the *Guaranteed Wage* report just referred to can be obtained from the U. S. Chamber of Commerce at Washington 6, D. C., 50 cents for single copies.

LARGE COMPANIES SPREAD OVER A GREAT AREA have the problem of keeping their personnel and industrial relations people "on the beam" as to company thinking about matters that concern them. In other words, a communications problem. One such company is the Owens-Illinois Glass Company in Toledo, which has 30,000 people scattered "from hell to breakfast"

One Owens-Illinois device for keeping personnel people informed is a monthly bulletin called *Personnel Newsnotes*, which usually runs from twelve to fourteen pages. It was gratifying to find in the September issue a summary of an article which appeared in the JUNE PERSONNEL JOURNAL—"Some Characteristics of Successful Executives" by Chris Argyris. Since so many

people are trying to be successful executives, that particular report aroused a good deal of interest.

Among many items of value in the same issue of *Personnel Newsnotes*, one of the best was "Our American Heritage" by Milt Olander, director of industrial relations for the company.

Toward the back of the book in this issue was printed a summary of Owens-Illinois employment, absenteeism, suggestion system activity, and turnover. It was perfectly astonishing to see that turnover for the month of August was at the rate of 72% per year. High turnover, of course, is not peculiar to this company; it is a very general condition. Considering the high level of employment in recent years, the figures indicate a great deal of turning around in the labor force. It plainly suggests that people are not getting satisfaction out of their working hours. A solution to high turnover remains one of the greatest and most urgent challenges before the personnel and industrial relations manager.

CONTINUING ON FROM HOUSTON, the editor and assistant editor went on to the important personnel conference at Palm

Springs, California. This has been held now for 11 years under the auspices of the Merchants & Manufacturers Association of Los Angeles, and under the personal guidance of Charles W. McKeand. Mac McKeand has done a wonderful job over the years in organizing what is, I think, one of the most productive conferences held in this country. The Merchants & Manufacturers Association itself has long been a factor in the promotion of better relations between management and organized labor, and better attitudes on the part of management toward labor. A more detailed report of this conference appears elsewhere in this issue. For high level of quality, faithful interest and attendance on the part of participants and favorable conditions for such a conference—small groups, outdoor meetings, bracing climate—the meeting is hardly equaled by any other in the country.

Red Hay

Telling a worker directly what to do often causes resentment and opposition. Telling him by suggestion and indirection, on the other hand, gets him to go along willingly. But, while this is good human relations, the author warns that it should not be overdone—that aggravating troubles may result unless the supervisor is on his guard and maintains a degree of positive leadership.

Supervision by Suggestion

By EUGENE EMERSON JENNINGS
Assistant Professor of Industry
Wharton School of Finance and Commerce
University of Pennsylvania

THE effective supervisor today is a specialist in dealing with human relations. Understanding the forces that motivate people to cooperate is a powerful tool. It allows for manipulation of human behavior to the mutual satisfaction of both the supervisor and the supervised.

The supervisor who, because of lack of such insight, attempts to rule by authority, to drive by means of threat, or lead with a leash, creates an atmosphere of suspicion and resistance. Regardless of how necessary and logical the instructions are, the worker's wholehearted cooperation will be affected. Man is not always rational and does not react in the manner most logically expected of him.

SUPERVISOR'S ATTITUDE MAY MATTER MORE THAN WHAT HE SAYS

The forces that motivate men to action are either real or imagined needs and wants. Among other things, people in almost every work situation strive for security and adequacy. These needs bring out in many people some of the most intense activity. Notice, for example, how hard some people struggle to avoid feeling worthless; how some insistently demand recognition; and how much some value their independence.

Security and adequacy represent primary motives of human behavior and come into play in every phase of the supervisor-worker relationship. Especially is this true in job instruction. One can not feel adequate if he is not sure of what is expected

of him. A person's sense of personal worth will be diminished if he must be continually instructed in what to do.

Yet the giving of instructions may not be as important to the worker as the manner in which the supervisor gives them, and the supervisor's attitude. For example, giving job instructions directly tends to imply that the worker is inferior. It requires considerable finesse for a supervisor to give orders to a co-worker without making him feel uncomfortably inferior.

Some people readily comply with instructions in any form. However, there are many who are negative toward other people's ideas and suggestions. The "telling" form of job instruction merely makes them worse. These people not only make it tough for the supervisor, but also encourage similar response among their associates. Supervision based on human relations becomes very difficult when people openly rebel at domination of any kind.

For this reason many supervisors find themselves desperately resorting to threat and force to bring their people into line. However, force tends to beget force and usually requires additional force to overcome the bad effects. Relying upon authority to motivate the desired response in people is very much like admitting inability to supervise effectively.

GET THE WORKER TO EXPRESS, AS HIS OWN, IDEAS YOU HAVE PLANTED

One satisfactory alternative is for the supervisor to learn to supervise by suggestion. The successful supervisor is frequently distinguished by his ability to make it appear that his wishes originated with the other person. The employee who usually displays a negative attitude is studied very carefully to find some way in which an idea he expresses, or something he says, can be interpreted to mean what the supervisor would like to have it mean. The supervisor then tries to get the employee to express the desired thought himself. When the worker can be made to feel that he himself originated the idea, he is committed to it in advance, and rejection of the supervisor's instruction is circumvented. At the same time the worker is made to feel personally adequate, and even influential.

Although supervision by suggestion is obviously limited, so also is supervision by the direct method. The two are necessary complements and the effective supervisor makes use of both.

Probably the most common form of supervision by suggestion is the presentation of ideas and suggestions by means of example. People like to imitate others, especially when this brings approval and avoids scorn. For example, a no-smoking edict was decreed in a plant where smoking had long been permitted. Probably the new rule hurt the supervisor as much as anyone, because he was a confirmed chain smoker. However, to comply with the rule the supervisor immediately gave up smoking in the plant, much to the amazement of his people. He was greatly respected and admired for it, and others followed suit. In effect, if he could do it, they surely could.

Suggestion by example may be used by obtaining the support of an influential worker. When a worker sets the example, the supervisor is often saved considerable effort in persuading others who are indifferent to comply with his wishes. But it should be pointed out that behavior observed by a worker may not be copied. The supervisor who sets an example purely for effect may not only fail to gain respect, but also may stimulate a response opposite to that intended.

Another useful way of getting a desired response without stimulating resistance is to give instructions by asking questions. Queries such as "don't you believe that . . ." and "what do you think about this . . .", unlike direct instructions, stimulate thought and interest and usually get a reply. As the worker talks, the keen supervisor can detect relationships to his own ideas, and work the conversation around so that his associate actually proposes the desired idea. Because it is his idea, he feels committed to it and it is less difficult to get him to act on it. For example, a supervisor asked a worker what he was doing about absenteeism. The worker was thus made to feel that he had been excessively absent and should do something about it. Yet he was not embarrassed by being put on the defensive to justify either being absent too much or not doing something about it.

I recall a situation in which a machinist, working on piece rate, was reluctant to use the guard on the machine. This allowed him to catch strokes—to turn out more work than safety permitted. One day the supervisor asked him if he should send a repairman to fix his guard. The man replied that he could do it himself. The supervisor knew full well that the guard needed no attention. He accomplished the desired result without reprimand.

ASSUME THAT THE WORKER CAN BE DEPENDED UPON

A more difficult form of supervision by suggestion involves taking for granted that the worker will do what is wanted of him. "I am glad that I can depend upon you", or "It is needless to tell you to do this", or "You are probably going to do this anyhow, but . . .", are various ways in which the supervisor suggests what to do without arousing resistance. In a way, the supervisor shows respect for his co-worker by assuming his dependability. The worker is credited with knowing how to do something, unless there is contrary evidence.

It builds resistance to tell a subordinate not only what he does not know, but also what he does know. In one instance, the supervisor walked up to a worker and said, "Bill, you know perfectly well not to do this." The subordinate said, "I did not know that it was wrong to do and, furthermore, I did not do it." It was clear that the supervisor used the wrong approach. His attitude provoked resistance and a feeling of inferiority. After a little counseling the supervisor learned to use such phrases as "This is probably old stuff to you, but . . ." or "As you probably know better than I . . ." This procedure together with other forms of suggestion made the supervisor considerably more effective.

There is one potential weakness in taking desired behavior for granted. It is that, if the supervisor takes more for granted than his man can live up to, the opposite of what is expected might occur. Furthermore, taking too much for granted may impress some people as presumptuous.

Probably the most useful form of supervision by suggestion is to commend and praise when possible. Reinforcement of the desired behavior in this manner promotes repetition. There is good in every person and the alert supervisor will eventually find the most out-of-line worker doing something right. This should be recognized, praised and reinforced. Supervisors calling attention only to mistakes convince the meek worker that he is a failure. To the aggressively resentful person, continually harping on his mistakes will make him all the more aware of how to disturb the supervisor.

HOW DESERVED PRAISE TRANSFORMED A "DISMAL FAILURE"

In one case a supervisor used praise on a worker who was disliked by most of his associates. During a training program the value of reinforcing desired behavior with a compliment had been discussed. The supervisor decided to try it and looked carefully for something good in the disliked man. He learned that the man gave ten per cent of his modest salary to the church. The supervisor very tactfully stated in front of the man that he had a great deal of admiration and respect for anyone who would do such a thing.

Later, the supervisor directly complimented the man for sticking to his work and not fooling around talking to others all the time, although he knew that the reason why this worker did not talk so much with the others was because of their dislike for him. Carefully worded and timed compliments of a more direct nature were passed on to the worker and eventually his behavior changed. He showed such positive improvement that the supervisor put him in a position of minor responsibility. A year later the supervisor, upon being promoted, recommended for his vacant job this man whom he once considered a dismal failure.

A very popular form of suggestion is to present facts or ideas without drawing conclusions. This leaves it up to the worker to draw his own conclusions. If the supervisor's conclusion based on the facts is warranted, the chances are that the worker, having his judgment respected, will come up with the same conclusion. This helps him feel useful, and the supervisor puts his point across without arousing resistance.

Supervisors who state only the facts for workers recognize that people like to think they are able to make their own decisions. For instance, one supervisor found that presenting the facts and then saying "use your own judgment" was very effective in motivating a worker to do the desired thing. Invariably the worker would either do what was desired in the first place or come up with a better alternative not previously considered by the supervisor. The feeling that the supervisor relied

heavily upon his judgment did much to increase the usefulness of the worker. This method often works even with people who have been tagged as very obstinate.

Probably one of the most effective ways of obtaining cooperation is to credit the worker with having said something which the supervisor wishes the other had said. In a way, this is giving the worker an opportunity to get aboard the band wagon. Furthermore, the supervisor who takes full credit for useful ideas tends to arouse resistance. The phrases "is this what you mean," "do you mean to say that . . ." and "I think I see what you are driving at," tend to assign responsibility for ideas to the associate and get them accepted better.

In conclusion, supervision by suggestion increases susceptibility to other people's views. It tends to inflate workers' egos, attributes adequacy, and allows participation in decision-making that promotes feelings of security and usefulness. However, a warning should be given that supervision by suggestion has the danger of inviting more than just a welcomed amount of contribution from co-workers, who sometimes acquire such a sense of personal worth that they continually harass the supervisor with their ideas. If not guarded against, this can be as troublesome as the resistance to instruction which the suggestion method helps to alleviate.

About the Authors

Dr. Eugene E. Jennings is Assistant Professor of Industry at Wharton School of Finance and Commerce, University of Pennsylvania, Philadelphia. He holds a Ph.D. in Personnel from the State University of Iowa. Serves as consulting psychologist to the Monsanto Chemical Company, and is associated with the office of the Chief of Ordnance, Washington, D. C.

Clyde A. Voris, after receiving his Bachelor's degree at Ohio University, spent several years in the educational field. He was a member of the faculty at the University of Akron, where he earned a Master's degree. In 1940 Mr. Voris became associated with the B. F. Goodrich Company, with whom he was manager of vocational training; sales, supervisory and office employment and training; and in labor relations, finally as a branch personnel director. Since 1949 he has been with Albers Super Markets, Inc., Cincinnati, as director of employee relations. He has appeared on many programs concerned with employment and personnel administration. His article in this issue is adapted from a talk he made before a Cleveland meeting of the Super Market Institute.

Charles S. Weber was educated at Coe College, New York University, Columbia and Michigan State College and acquired M.A.'s in English and in Public Administration. He taught English and economics for fifteen years. Since 1937 he has held state administrative positions including: secretary of the Michigan State Administrative Board; district manager, personnel officer and deputy state administrator for the Michigan W.P.A.; training officer and assistant to the state director, Michigan Office of Civilian Defense. Since 1944 he has served as personnel training administrator for the Michigan Civil Service Commission, headquartered at Lansing. Author of a number of articles in professional journals, Mr. Weber sent the one in this issue in response to "your September request for 'This Is How We Did It' material".

(Continued on page 296)

Attracting and hiring good people is a never-ending concern not only of retailers but of personnel offices in practically every kind of business. Perhaps you have lost sight of, and can adapt to your own use, some of the recruiting methods described by the author in a talk before members of the Super Market Institute.

Recruiting for Food Stores

By CLYDE A. VORIS, Director Employee Relations
Albers Super Markets, Inc., Cincinnati

OF all the functions of personnel administration, not one deserves more attention than recruiting. And the ease or the difficulty of securing employees depends on the company's general reputation and whether or not it offers the things people look for in a job.

What are some of the important things they look for? Surveys all show about the same thing—that man does not work for bread alone. Among things they look for, in the order of their importance, are: (1) Opportunity for advancement, (2) Stability of the work, (3) Security benefits, insurance, profit sharing, pensions, (4) Good supervision—considerate, fair, capable, (5) Going rates of pay, (6) Generally agreeable working conditions, hours of work, surroundings.

Recruiting tools are of two kinds—direct and indirect. Some of these “tools,” of course, overlap or in some respects fit in either category.

DIRECT TOOLS FOR IMMEDIATE RECRUITING

Newspaper advertising, classified and display, is one of the most common forms of recruiting. Use well-worded copy that emphasizes the opportunity, challenge, and benefits of super-market work. Avoid old-fashioned grocery store lingo. Devote a small part of your regular merchandise ads to recruiting; for example, “Albers is also a good place to work—ask the store manager about our job opportunities.”

Another method is to mail letters, referral cards, or circulars to homes in the locality where you operate. Enclose an application form and self-addressed envelope with a covering note explaining how and where to apply for a job.

Radio and television used with discretion can be very effective. Radio spot announcements are best for “one shot” recruiting jobs such as new store openings.

We have also used FM radio in public city busses, and have had some action from "spot announcements" broadcast during hours when people are riding to and from work. Three big factors to consider when using radio or television are: the time of day to reach the type of person wanted, careful preparation of the script, and a skillful announcer.

It is important to work with both local government employment centers and commercial agencies, and keep their representatives on your company's side. They are influential, because they know and talk to many people. If you are dealing with commercial agencies, which are very effective on the better jobs, make sure that applicants know the terms of the agency contract, and that minors have parental approval. You might consider paying the agency's fee, if the employee "sticks" on the job. When you work with an agency be sure to complete and return their referral cards. Remember, too, an agency's evaluation of an applicant may need tempering—sometimes they over-rate candidates.

ENCOURAGE EMPLOYEES TO TRY FOR BETTER JOBS

Present employees are a good source of job applicants. Post job opportunities on bulletin boards and encourage present employees as well as others to investigate. Up-grading of current employees is a selling point when recruiting outside the company. Up-grading of employees should be carefully managed and controlled by the personnel department according to standardized company policy. The personnel department must have authority to make final decisions on up-grading matters when there is inter-departmental conflict.

Another good "tool" is the referral invitation. Have present employees recommend friends or relatives. By so doing they will help the company and can be compensated for it. For example, the employee can be given a cash award on the basis of having reduced the advertising cost of recruiting.

Use your house organ to tell about your job openings. Don't forget your employees in military service. Make them want to come back to you. Write to them—show an interest in them. Our company not only gives employees entering military service going-away cash and a Christmas bonus, but also a subscription to their home-town newspaper.

Don't overlook handicapped people. Some physical limitations do not keep people from doing effective work on certain types of jobs. Domestic relations courts and juvenile authorities are points of contact for other people who need help and very often make good employees.

Local service clubs, professional associations and business associates are good points of contact. Friendly participation by your local company representatives will help pave the way for job referrals. Contact your business associates, let them know of your job openings, and work with them on their job openings.

Cultivation of good relations with *local high school* representatives pays. This is

a good indirect selling opportunity, and many times leads to immediate recruiting. Here are a few suggestions when dealing with school people:

Invite school representatives to a company party or activity, or take them to lunch occasionally. Give them company literature, employee booklets, newspapers, etc. This will enable them to tell their students about your company.

Take a part in school functions. Offer to speak to classes, or to furnish a company representative as a speaker.

The Business-Industry-Education days sponsored by local Chambers of Commerce throughout the country give teachers a look at business. Cooperate in them.

Visit schools in the spring, but make recruiting an obscure motive. A gesture which will create interest in your company is to post at the school a group photograph of several graduates who are now working at your company.

An effective tool for attracting school and college people to your company is through a "Guide Book to Occupations." These are published in some localities by the Chambers of Commerce, business associations, or other commercial groups.

A booklet of the same sort, called "Decision," published in Cincinnati this year by a commercial firm, tells the story of employment at Albers and other companies who subscribe. It is indexed by occupation and by name of company. Every school counselor, library, and member of the graduating class gets a free copy. A subscribing company can also get reprints of their ads for use at schools in other areas where they operate. We have had several direct referrals from this indirect recruiting tool. We mention "Decision" in some of our newspaper ads to try to attract high school seniors. When dealing with school representatives, remember to let them know when your job openings have been filled. And don't over-rate your company.

WHAT COLLEGE PEOPLE LOOK FOR

Why doesn't our business attract more college trained people? This is a question I have often heard. I think the college man today favors the company that has a formalized plan of training for him and where his success is not too greatly dependent on chance along with his ability. He looks at people he knows who work for the company in question—their living habits, behavior, and their participation and acceptance in the community. The student today wants to satisfy his sense of belonging.

Interviewing is a personnel tool of extreme importance. A company can use the most effective ways to recruit applicants and then lose them with ineffective interviews. Here are some interviewing tips from the American Society for Personnel Administration.

1. Be considerate of every applicant's time. Make the interview convenient for him.

2. Don't try to impress the applicant—use indirect appeals for selling the company and the job. Give the applicant literature that will tell him something about your company. It is good to present success stories of employees who have progressed rapidly, but don't elaborate on the opportunity factor.

3. Long and complex application forms are unwise. Keep the form short.

4. Use psychological tests cautiously; and use only those with recognized validity, as aids to your own judgment.

5. Your company representative must be impressionable and capable of understanding human behavior. He should be given the authority to hire rank and file employees without first referring them to other persons, as if his own judgment was not trusted.

6. A centralized employment office has the advantage of securing uniform conformance to employment standards, and maximum utilization of employment specialists.

7. Be courteous and attentive to all applicants, whether you hire them or not. Remember, they are all potential customers.

If your operation is large enough to employ a personnel professional, give him both the responsibility and authority to introduce and administer effective personnel plans for attracting and retaining high-type people for your company. If your operation is not large enough to support a full-time personnel man, it is still important to give the person who does handle this function authority along with his responsibility, so he can do an effective job.

Editor's note: Related to Mr. Voris' recruiting program is an excellent employee-information indoctrination booklet, of which he will be happy to send sample copies to fellow personnel directors. He says he and his staff studied a number of other company booklets of the same sort, and feel theirs is unique in some ways. Address C. A. Voris, Albers Super Markets, Inc., 266 West Mitchell Ave. Cincinnati 32, Ohio.

About the Authors

(Continued from page 292)

Glenn D. Blake, vice president in charge of sales with the J. D. Roszell Company at Peoria, Illinois, graduated from Iowa State University. He started in Roszell's order office in 1938 and shortly went to the sales department. After a period of war service and his discharge as a Lieutenant Colonel, he became general sales manager in 1946 and assumed his present title six years later. The article by Mr. Blake is a digest of a talk he made at an Iowa State College "dairy day meeting".

*B. J. Spero*ff is a research associate at the Industrial Relations Center, the University of Chicago. He holds degrees from Indiana and Butler universities and the Illinois Institute of Technology. Mr. Speroff is an associate director of Psychometric Affiliates, test publishers and distributors, and has authored a number of articles dealing with psychological and industrial problems.

Before starting any training, it's well to find out who needs it and, as precisely as you can, what you want to accomplish. On a relatively inexpensive scale this story shows how futile an impetuous non-custom-tailored program can be, in contrast to the simplicity of an effective follow-up training project.

Autopsy on a Training Project

By CHARLES S. WEBER, Personnel Training Administrator
Michigan Civil Service Commission

THE group had met to discuss whether a training program might be developed to meet current departmental problems. As such discussions invariably do, the talk turned toward office communications. Someone remarked that good office communications are extremely important. Someone added that more attention ought to be given to developing good public relations. Another recollected a horrible example. Without any deliberate intention, the whole training problem suddenly crystallized around the subject of telephone practices.

Apparently there had been trouble. And complaints. Something ought to be done. The group followed the subject like a pack of hounds behind a fox. And the problem, like the quarry, became clearer as one came closer to it. All that was missing was the solution.

One of the members had the answer, which reduced the problem to one of little effort or consequence: "The telephone company has a training film that covers all these points." So they brought the office group together and showed them not one, but two, training films. A question and answer period, animated and interesting, followed. Everybody was happy about the whole deal.

PROGRAM HAD NOT CORRECTED THE SPECIFIC TROUBLE

Then it happened, some two months later, that a misguided staff member began asking some pointed questions. Were office communications any better than before? What had caused the trouble in the first place? Had the cause been eliminated? He made the current office communications problem sound strangely like the one which the films had been intended to correct.

This time the discussion took an odd turn: it became concerned not only with what was wrong but also with *who* was wrong. As nearly as the staff group could determine, the whole trouble centered around two employees who had worked for

the agency less than a year. The problem was solely one of inter-communications. No public relations were involved, since neither girl used the telephone for outside business purposes. Neither girl had received any specific instruction in the proper use of the telephone. Indeed, though this particular agency seemed to talk a good deal about the problem of communications, none of its employees ever received orientation training in how to use the telephone.

From here on, it was not difficult to isolate the particular types of error and to associate them with one of the two girls. One girl rattled the receiver when she answered the telephone, talked in a blurred fashion, kept people waiting while she hunted for things, did not organize her material very well. The other was too curt, tended to be demanding, made sharp remarks if the proper information or replies were not immediately forthcoming, slammed down the receiver when she completed a conversation.

TWO GIRLS NEEDED SPECIAL ATTENTION AND TRAINING

Both girls had seen the training films. Yes, they had both enjoyed them; had thought them interesting and helpful. But when it came to identifying their own faults with the faulty practices covered in the films, neither could make a satisfactory application. Any applicable specific in the films had been lost in the welter of general material. From the standpoint of work improvement, neither girl had gained a thing from the films. Actually neither could—and neither should have been expected to—gain anything practical. No training film could furnish the real training answer.

To supply the real answer, a training method was developed that would meet the specific needs of the two girls rather than the imagined general needs of an entire office staff. *Live telephones were used throughout the entire training period.* The trainer talked from her own extension; the girls talked from their desks. Sometimes the trainer called the employee; at other times, the trainee was provided with a written problem and called the trainer.

All problems and their solution were discussed over the live telephone. No training "conferences" were held between the trainee and the trainer; they met only as it was necessary for the trainer to provide the trainee with written instructions. No training period lasted more than 15 minutes. But the trainer might call the trainee at any time—and did. The trainees could also call at any time a question, problem, or even a zest to practice might develop. The latter actually did occur, more often than one might have expected.

The job was completed in less than three weeks. There have been no complaints since.

Good morale is an intangible, all-pervasive *something* which, aside from its unquestioned dollars-and-cents value, contributes greatly to the personal satisfaction of everyone in the company. Here a sales manager tells what he thinks goes into the making of good feeling throughout an organization, listing some items a personnel professional might overlook.

Building Employee Morale

By GLENN D. BLAKE, Vice President, Sales
J. D. Roszell Company, Peoria, Illinois

WHY be concerned with employee morale, anyway? The answer to that one is simple: because it pays—in dollars and cents—in the immediate present and in the distant future. It reduces turnover. It makes labor trouble and strikes less likely. It cuts down absenteeism and tardiness; lifts production. It lowers the cost of accidents. Good morale within the plant makes it easier to line up new workers. It improves the number and the value of suggestions in the suggestion box. And, if our employees think we're a swell outfit, you can bet their neighbors will think so too; that means sales.

There are other reasons—some major, some minor—but these should be enough to show the value of improving employee morale. So now, how do you go about it? The first step is to sell every last person, who has even one person under his supervision, on the reasons for striving for good morale. Sure, many of them will tell you "I know all that". But the trouble is that they know it all so well that they forget about it. And if the supervisory personnel aren't sold—and sold well—from the president to the very end of the line organization, the smartest personnel manager, the most expert public relations counsel, can only play around the fringes of an effective program.

APPEARANCE OF SUCCESS BOOSTS MORALE

Strangely enough, the next step in building employee morale is to look successful. Notice, I said *look* successful. It isn't always possible to have the chicken of success before the egg of good employee morale, but the least you can do is to act as if it were. Distribution isn't the whole sales story, but it seems like that to your employees if the neighbor who has been "sold" on a new product comes back with

a question of "Where the devil can you get it?" rather than "Boy! It sure *is* good."

Let me mention a couple of other examples. A new company was having a little trouble getting started. Things were sluggish. Then a big newspaper story on the company "broke." People called in about it. Old hat to an established company, but a terrific morale boost to the employees, who were beginning to "wonder." Everybody took a new lease on life (complete with clipping in the handbag) and buckled down to progress.

And here's one that I wouldn't believe myself if I didn't know the individuals involved. A company was trying to hire new employees. It used ads in a number of papers, even radio, in which the jobs available and the wages were given. Hiring was so slow that the president directed his public relations man to take a look. He ran one ad, in one paper, and there was a line of applicants that lasted well into the afternoon. The rest of the ads were cancelled hurriedly. Know what was changed? "Help Wanted" was replaced by "Want to work for an up-and-coming, progressive company with a bright future?" The ad, per se, didn't change the prospects of that company, but it drew in dozens of people who didn't just want a job, but wanted to work for a company that they could be proud of.

One of my favorite topics in connection with building employee morale is what I call "The Grand Gesture." Even when you do all the things that are carefully outlined in the books on personnel relations, people still begin to take things for granted. That last raise in pay, the bonus, the extra day off, become—not morale builders—but simply "expected" conduct. It's true with all of us.

COMPARATIVELY SMALL THING MAY PROVIDE OPPORTUNITY FOR "GRAND GESTURE"

A railroad president I know provides the perfect example of The Grand Gesture. A man was retiring from the railroad after fifty-eight years of service. He wasn't very high in the hierarchy of railroading—some would call him "only a section foreman." But the president knew that loyal employees are necessary everywhere. So he dispatched his private railroad car out to pick up that section foreman at his home town and bring him in to the main office to a dinner given in his honor. You can imagine how that story spread through the personnel of that company—in an industry noted for protocol.

The Grand Gesture is not confined only to "big" things like this. It can also be the difference between the company sending flowers (from the employees' fund) to the widow of an employee, and the personal letter from the president expressing his deep regret over "our mutual loss." That letter will be shown to all her friends, including numbers of company employees, as proof of the president's high regard for the deceased. Lest you think this slightly coldblooded, I submit that the president who brings so much inner happiness to a person in extreme mental distress deserves the affection of his employees and the community.

Most of us give some type of recognition for service. But, again, we must study

our employee objectives in order to build morale in some place other than our own minds. We are slowly learning that giving all the service pins at once is not nearly so effective as giving each in the month when the employee is entitled to it. Waiting for an arbitrary date is difficult for the employee and shrouds his "honors" in anonymity. Even if a list is published in the paper, in publicity, or in advertising, the individual is drowned with other names. Publicized month by month, with the same number of advertising dollars, will make individuals much happier—and where publicity is possible, allow a better job to be done.

All of us have read surveys which show that the amount of actual wages paid is fourth—sixth—or eighth in importance on the list of what an employee wants in his job. We all have heard that security is conversely high on the list. But too few of us realize that security is not only a matter of actual job tenure, but what the employee thinks his chances are of holding onto his job. It is not only in politics that fear is engendered when a new man comes into office. And if one man is fired in an office, you can lay two to one odds that after the first relief is over at having gotten rid of "that clunk," the other employees will develop a fear that they may get it, too. Because of this, and because *potentially* good people may be fired before their potentials are *realized*, and *other* good employees have been known to quit from sheer inner fear, it behooves us to carefully study all angles before dispensing with the services of anyone.

A GOOD WELCOME BOOKLET PROMOTES SENSE OF BELONGING

Attitudes of insecurity are particularly prevalent among new employees. They're worried. They know they don't know much about doing the particular job. And they know what their boss may not realize, and that is that loyalty is *earned* by the company, not *bought*. The quicker the person's feeling of insecurity can be banished, the quicker that employee will become an asset, and the less chance there is that he or she will have to be fired before reaching productivity.

This sphere of influence must extend beyond the personnel manager who interviewed the applicant. A good welcome booklet can help a great deal. If signed by the president, it gives the new employee an attitude towards the company that may allow him to overlook unpleasant situations in the supervisory personnel close to him because he realizes that "they" are not really the company. By providing him with a good deal of background, it supplies him with what he wants to know without forcing upon him the embarrassing necessity of constantly asking questions that prove to others that he does not know his way around.

The welcome booklet has a definite effect upon the *supervisory* personnel also. Because it states the policies of the company, and expresses understanding for the new employee, the older personnel readily come to the conclusion that it would be unwise to overlook this stated policy. For example, one of your department heads may have a record of extreme impatience with new employees. If your booklet

clearly states "Each of our department heads realizes that it is *his* responsibility to train you and *help* you to do your new job," that department head is going to think twice before he establishes a very high record of firing new employees before giving them an adequate chance.

Many companies, in developing new employees, as well as helping the old, are finding it valuable to have written instructions for different jobs, including statements of policies as well as of methods. Since such instructions spell out just what a person is to do, and to whom he is responsible, a feeling of security is engendered in the employee. There is the added benefit of spelling out to other supervisory personnel that they have no authority over certain people, thus forestalling their throwing their weight around in the wrong department.

By this time, it should be rather clear that I believe that the basic principle of building employee morale is summed up in that old song, "It ain't what you do, it's the way that you do it." A certain amount of poor morale is due to an actual lack of interest on the part of management. On the other hand, in these enlightened days most top managers really want good morale because they can so clearly see the dollars and cents value in it. With all the good books available on personnel, it would seem that all one would have to do is to make up a list of things to do in handling people. But it's not the list, so much as the way the listed items are carried out.

While it may seem incongruous, doing things right is not necessarily helped by having someone who "understands the workers viewpoint and is sympathetic to their problems" in charge of this program. Emotional involvement is probably the biggest block to building good employee morale that you will come across. I know a public relations counsel who says that his basic work is to *remove* emotions from management and *create* the desired emotions in the publics. Nowhere is that as true as in employee work.

EMPLOYEES WANT LEADERSHIP—WILL GIVE PROMPT COOPERATION

Employees are no different at work than any of *us*. We all want fairness and understanding, but we all want leadership. The namby-pamby "whatever you boys say" attitude is as unpopular among employees in an ice cream plant as it is among members of the country club set when they happen to pick the wrong president. You can provide your people with the best working conditions in your city from a physical and economic viewpoint, but if you don't exhibit *leadership* to such an extent that you *earn* their respect, your money and efforts will all go down the drain.

Communicating to employees is another important matter. It should go without saying that your employees should know more about what is going on in your company than the outsiders—and should know it *first*. In our company, when we are going to make promotions, we let the employees know about it in the morning before giving the information to the afternoon papers. It may at times be a little ticklish to coordinate the time so that the newspapers do not become unhappy, but it is well

worth the extra effort and thought not to have employees come home from work to be greeted by family and friends who want to know more about something they read in the newspaper, only to have the employee have to admit "It's news to me". One of the ways, after all, that each one of us strives for importance, is to know the inside information about things before other people do.

In this field of communications, I sometimes feel that we are going way overboard on over-simplification. The comic book may get greater readership—but does it achieve greater respect? The simple language may be easier to read, but if the employee thinks you're talking down to him, how much have you gained? It is high time that we realized that our employees went to the same schools we did and, while some of us went to college, that is about our only claim to educational distinction. It is also high time that we recognized that the farmer that sells us milk, and our comptometer operator in the office, have traveled far more widely, and read at least as well as the average big city dweller. They may not know all the words in the dictionary, but they can sure tell when you're trying to guess what words they *do* know.

I want to make one more point. Good employee morale can never be accomplished if the employees do not have faith in our personal integrity—if they feel that all our activities are suspect—that to us "employee relations" is a one-way street consisting of spreading propaganda among them. I know of no pat formula for achieving personal integrity, but I do know that many of us *with* great personal integrity give a wrong impression by trying to act like we are pretty sharp dealers. If an employee thinks his boss lacks integrity in competition, he'll think he might lack it in employee relations too.

It is really not a too difficult task to build good employee morale—in the big *or* the small organization. It takes work, and time, and understanding. But no other single activity can be so rewarding in dollars and cents, and in the personal feeling of gratification that acts as a mental buoy when there is no other place to turn for peace with oneself.

Role-playing may be good for certain groups and purposes—scripts better in other situations. Their suitability in any particular instance should be carefully considered, and the method used which promises the best results. The author itemizes some advantages and disadvantages of both participation training devices.

Scripts vs. Role-Playing

By B. J. SPEROFF, Research Associate
Industrial Relations Center, University of Chicago

OF late a great many experts have praised role-playing as a method of training industrial personnel. The method has proved effective both as a means of bringing about a better understanding of the roles of others, and as a way to alter or modify a person's attitudes towards others and their situations.

Various aspects of role-playing, together with modifications and variations in methods used in industrial programs, have been reported on in the literature.^{1, 2, 3, 4} Most of these studies indicate role-playing has proved valuable in creating a better climate for the understanding of dealings between supervisors and their work groups, and has improved relationships between all levels of employees, creating a greater understanding of the individual as a member of the work group.

Role-playing has left an indelible mark on industrial training programs, but it is a method of training which is not easily mastered. For too many training groups, too many "trainers" use role-playing as a change-of-pace method or novel training instrument. Hence, its greatest usefulness is seldom realized.

METHOD MUST BE UNDERSTOOD TO YIELD GREATEST BENEFITS

Simply stated, role-playing is nothing more than a spontaneous drama carried out by people who are asked to assume specific roles and act out a situation which has practical value for the group. To be effective, however, role-playing must be carefully explained to and understood by all participants. The players must have a good understanding of role-playing as a training device. The observing group also

¹ BAVELAS, A. Role-Playing and Management Training. *Sociatry*, 1947, 1, 183-191.

² BRADFORD, L., and LIPPITT, R. Role-Playing in Supervisory Training. *Personnel*, 1946, 22, 358-369.

³ MAIER, N. R. F. *Principles of Human Relations*. New York: Wiley & Sons, 1952.

⁴ SPEROFF, B. J. The Group's Role in Role-Playing. *J. Indust. Training*, 1953, 7, 17-20.

must be made aware of the attitudes and behavior of the role-players, and must be made to feel genuinely involved in the role-scene themselves. This can be done by having them evaluate both the course of the action and the performance of the actors.⁴ It is by this means that role-playing can be of greatest value to the training group.

Often role-playing scenes fail to demonstrate a point because of the insensitivity of the group to the action, or because the conference leader himself has failed to make the action understandable to the group. Thus some trainers, suspecting that with a particular group role-playing will not serve a useful function, often resort to using scripts. The scripts bring out the same points, attitudes and emotions which the role-playing scene was to evoke.

So it is evident that the composition of the group often determines what training methods shall be used to produce the desired results. The trainer must bear in mind the nature of the training experience and the background, training, and composition of the group in charting his course of action. He must weigh a particular training method against other methods. The dynamic spontaneity of an unstructured role-scene may have to be forsaken in order to drive home a complex point in one case. In another instance, a script might prove unsatisfactory because of the poor reading skill of group members. Thus, any given training method may prove impractical in a particular situation.

ADVANTAGES AND DISADVANTAGES OF ROLE-PLAYING

Briefly, some of the advantages of the role-playing method may be as follows:

1. Dramatizes a factual, real-life situation spontaneously.
2. Brings about a change in the perceptions and mental awareness of the group members.
3. Brings about a change in the attitudes, feelings, and behavior of the group members.
4. Individuals are allowed to "act."
5. A way of warming up a group.
6. A way of creating interest and getting reactions in a group.
7. A different way of presenting information.
8. Creates a greater individual and group understanding of the roles of others by analysis of others' views.
9. Provides the group with a means of practicing and developing skills in personal relations.
10. Provides opportunity for individuals to demonstrate how they would handle a particular situation.
11. A way of livening up a dull or lethargic conference group.

On the other hand, some of the disadvantages of the role-playing method may be as follows:

1. Difficult technique to master.
2. Role-scene may become more important than the subject matter.
3. Group has to be introduced to and trained in this method.
4. Takes a long time, often, to bring out particular points, attitudes, etc.
5. Quite often it is difficult to arrive at a clear-cut answer or solution.

6. Role-players may worry more about acting and not enough about the problem.
7. Technique often is used inappropriately to present facts.
8. Role-players require careful briefing.

From the standpoint of continued industrial use, scripts were employed as training aids years before the advent of role-playing. The fact that scripts are still used attests to their value and the contribution they make to training sessions. A script is nothing more than a drama presentation using structured roles which are read off by the role-players.

ADVANTAGES AND DISADVANTAGES OF USE OF SCRIPTS

Briefly, the advantages of using scripts may be cited as follows:

1. Focuses group attention more clearly on specific points.
2. Players present the points of view, attitudes, etc., more accurately and in proper sequence.
3. The action and the points to be brought out are readily evident to the group.
4. Less time is consumed in presenting the role-scene.
5. Role-scene ends logically and at well-chosen place.
6. Little time is necessary for preparing the group or coaching the role-players for the actual presentation.
7. Many of the advantages of role-playing.

Some of the disadvantages of scripts may be as follows:

1. Takes a great deal of time to set up a script.
2. Reading of parts is often artificial and unreal to life.
3. Many individuals can not read well.
4. Group misses getting feeling-tone and affectivity-tone for the role-players and the role-scene.
5. Role-players get little "feel for the part."
6. Script does not always have the logical flow of conversation.
7. Many of the disadvantages of role-playing.

From this brief appraisal of the merits and demerits of role-playing and scripts as training aids, it is fairly evident that methods of presentation are just as important as the material to be conveyed. The most successful training program presents the material logically and meaningfully while making it palatable. It uses methods that best fit the group and produce the greatest possible understanding of the material presented, with the fewest misconceptions.

Just Looking, Thank You

Personnel Conference at Palm Springs, California

After several profitable days in Houston and Dallas, the editor and assistant editor went on to California to attend two important personnel conferences. Unfortunately, this year these came at the same time, requiring a lot of flying of anybody who wanted to cover both.

The Merchants & Manufacturers Association of Los Angeles each year holds a 4-day conference at Palm Springs in the bracing atmosphere of the desert at the time of the year when coolness is felt. The meetings are held in groups of thirty or thirty-five, each speaker rotating from group to group. Meetings are held out of doors under awnings or pavilions.

The pleasant conditions and small size of the groups makes it possible for a speaker to establish a much more effective relationship with his audience, and for the audience to participate to a far greater degree than ordinarily. The speaker has to work a little harder than usual, to present his story successively to six or eight groups.

In building his program, "Mac" McKeand has been exceptionally successful in attracting a very high quality of speakers. Many of them are top executives, of companies of all sizes, who bring a well-rounded view of personnel and labor relations matters that is not always possessed by specialists in those problems.

"Cooperation Within Management" was the theme of this 11th conference. There were some afternoon shop talks with no scheduled speaker. A trained chairman encouraged participants to exchange ideas on topics of interest.

One of the most effective talks was that by W. L. McGrath, president of Williamson Heater Company, Cincinnati. Among other things, he told of the time when, under pressure, he exploded in tem-

per. His union leader said, "You're the boss, you don't have to lose your temper." Dealing with the foremen, he found some resentment because the company always paid the expenses of any kind of meeting. He solved this by having meetings in his office instead of entertaining the participants at dinner.

Abram T. Collier, vice president of John Hancock Mutual Life Ins. Co., Boston, gave an interesting demonstration of the use of the Harvard case method. The core of the plan is to get participants to discuss every angle and to reach their own conclusions without being obliged to follow any set pattern or end up with any particular answer.

Douglas McGregor, president of Antioch College, Yellow Springs, Ohio, described the work-study plan under which students spend 22 weeks on campus and an equal period in industry gaining practical experience. We heard him later at Los Angeles where he addressed the Personnel and Industrial Relations Association of that city. He was talking about need-satisfaction for the individual worker and he said, "Most of the need-satisfaction must be met away from the job. Some of the on-the-job satisfactions may include:

1. "Awareness and use by management of individual potentials.
2. "Opportunities for participation on the job in decisions, and being informed in advance of projected changes.
3. "Freedom from excessive supervision."

These tie in with the fundamental needs of man which have been discussed many times in *Personnel Journal*.

Theodore Hariton, Psychological Corporation, pleaded for careful interpretation of morale surveys.

Rev. Edward A. Keller, Professor of Economics at Notre Dame, spoke interest-

ingly on the topic, "Competition Within Cooperation." Monopoly, he points out, kills self-reliance. To avoid this, there must be competition. Unionism, he thinks, is tending to become a labor monopoly within which individual union members more and more shirk their responsibilities. He illustrated this with a story of a union member who was ordered to stop cars crossing a picket line. Accordingly, he rammed a car attempting to cross the picket line and injured the driver severely. As a member of the union he was ordered to act, and did as he was told. He did not seem to think there was anything unusual in it, nor to have any regrets for his action. However, when appealed to as an individual, he was horrified at the thought of injuring anyone like that in cold blood.

Social security, Father Keller thinks, is the greatest fraud ever perpetrated upon the American people. It causes deterioration of self-reliance and promotes socialism, which does the same thing. He thinks every top man in an organization should set aside time each week for meditation, asking himself these questions, "Where are we?" "Where are we going?" "What can I do about it?" Cooperation, he points out, must be based on respect for the rights of others. Your workers are citizens and individuals, so you can try to develop their dignity and their own self-reliance.

As an economist, he took a dig at the productivity factor used by General Motors in their labor contracts, copied by many others. The insertion of an individual productivity factor he thinks is inflationary. In the normal economic process, productivity gains, wherever made, tend to be shared with the workers and the customers. If they are preserved for each individual company, there will be an increasing imbalance in income.

Thomas R. Reid of the Ford Motor Company—temporarily on loan as Assistant Manpower Mobilization Chief in Washing-

ton—gave an up-to-date picture of employment in the United States.

Emil L. Krejci, General Manager of American Steel Foundries, Hammond, Indiana, gave a most interesting talk about different things going on in his company. He displayed a breadth of vision and an intelligence that bodes good for the employees of his company.

Dr. Robert N. McMurry of McMurry, Hamstra & Co., Chicago talked on labor-management relationships from the standpoint of the psychologist. He pointed out that this relationship is a continual conflict between labor's need for security and management's need for freedom to manage. The function of some union leadership is to focus the hostility of the employees against management.

Dr. McMurry gave an interesting outline of the problems of communication. The first of these, he says, is the distance (in the organization) between the individual and the levels of management. Other "distances" to be traversed are the difference between types of jobs, geographical differences, and status, educational, political, ideological and intellectual differences between men and management. A second aspect of communication problems is mobility: it is hard to move from the machine once the man becomes a mechanic. A third aspect is points of friction where labor and management are in contact. The fourth is the historical background of the company. He thinks there are three especially important things in good labor relations. The first of these is a sound philosophy of management, the second is good supervision, and the third is keeping lines of communication clear throughout the organization.

J. C. Aspley, president of Dartnell Corporation, Chicago, warned that too much propaganda about the free enterprise system has been aimed at the worker.

Each year, McKeand and his committee make some improvements in planning

for the conference. This year, the six discussion leaders who guided the various individual conferences were brought together in advance in order to exchange experiences in handling of various groups. Those who attend these conferences at Palm Springs seem to carry away an unusually warm feeling of participation and personal gain.

Personnel Management Ass'n. Conference at Berkeley

The annual northern California conference, put on by the California Personnel Management Association, was held this year on October 20-21, and it was a privilege to attend. The location, as usual, was Berkeley; the speakers, as usual, were well chosen and presented interesting material. There were about 350 in attendance at the Claremont Hotel.

An exceptionally informative discussion was given by Dr. Ewan Clague, Commissioner, Bureau of Labor Statistics, U. S. Department of Labor. He reported on various recent studies in productivity and discussed the make-up of the cost-of-living index. He handled questions afterwards in a very effective manner. Another interesting talk was by R. R. Deupree, Chairman of Procter & Gamble Company, who described the plan of stable employment developed by his company.

Randolph S. Driver of the Atlantic Refining Company, Philadelphia, talked on company communications and S. D. Noble of Sears Roebuck described in detail the savings and profit sharing pension fund of Sears Roebuck & Company. Other talks were given by Dr. Gilbert Righouse of Occidental College on "Evaluating the Company Program in Human Relations"; W. H. Wheeler, Jr., President of Pitney-Bowes, Inc., gave one of his always-effective talks on "The Vital Man in the Middle"—referring, of course, to the personnel manager.

Jordan M. Williams, president of the Russell Manufacturing Company, talked on management relations with organized labor. Allan H. Mogenson talked about work simplification under the catchy title, "Work Smarter—Not Harder." On Wednesday afternoon four work shops were held; one on executive development under the chairmanship of Joseph M. Trickett of Hooven Machinery & Chemical Corporation; the second on employee health and insurance under the coordination of A. C. Beeson, also of Hooven; and the third on opinion polls, chaired by A. R. Bailey, Vice President, Coast Counties Gas & Electric Company; group four, on wage and salary administration, was directed by Frank Rider of the Standard Oil Company of California.

The program was developed by Everett Van Every and his staff in their customary workman-like manner. This conference and the one at Palm Springs compare most favorably with any others held anywhere in the country.

Agrees About "Subordinates"

George Brenn, editor of the *Foremen's Digest*, writes: "In your October issue Whitney Rudy objects to the reiterated use of 'subordinate' (in referring to the supervised person) and I am inclined to sympathize with him. The solution is so simple: these people are actually *co-workers*."

"Many years ago L. Bamberger & Co. introduced the word as applicable to everyone on the payroll. . . . In my 43 years with the N. J. Bell Telephone Co., during 25 of which I edited one of its publications, the word I used was 'co-worker'. For variety, the designation 'associates' was occasionally employed."

Thank you, Mr. Brenn. And are there any other suggested synonyms to designate the supervised worker in the "supervisor-subordinate" relationship?

BOOKS

THE WHOLE MAN GOES TO WORK. By Henry Lightfoot Nunn. Harper & Brothers, New York, 1953. 214 pages. \$3.00

There are many books the personnel man may read for profit, anticipating little or no enjoyment from them. There are others he reads for enjoyment, expecting only incidental benefit as far as his business understanding and development goes. Here is one that combines both enjoyment and profit, and both in generous measure. Its subtitle announces that it is "The Life Story of a Businessman." More than that, it is the absorbing story of a personnel pioneer, now retired, to whom his business seems to have been life itself.

Presumably because his first job was as a bicycle messenger boy with Western Union at \$7.50 a month, the book's jacket says something of "a significant picture of the Horatio Alger legend come of age." Any Alger hero we ever met was a pallid pygmy in comparison with the stalwart "hero" of this story who at the age of 27, after less than two years' experience, found himself in charge of one of the country's largest shoe factories.

It is Mr. Nunn's sincerely friendly relationship with his worker-associates and his "revolutionary" innovations designed to make them feel true partners in their joint enterprise which constitute the main theme of the story. As a minor example of the relationship, it is recorded that, after he had been away from the Nunn-Bush business for some time during World War I, on his first day back he "spent the entire first day doing nothing but making the rounds and shaking the hand of every soul in the shop." Among the

innovations, aside from many "little" personnel practices that do so much to raise the spirits and win the whole-hearted cooperation of workers, might be listed "deviations from custom in outlawing arbitrary action (in dealing with employees), guaranteeing 52 pay checks a year, sharing production, and having labor representation on the Board of Directors."

If you like to keep up with worthwhile books in the field, this is one you must not miss.

H. M. T.

COLLECTIVE BARGAINING: NEGOTIATIONS AND AGREEMENTS. By Selwyn H. Torff. McGraw-Hill Book Company, New York, 1953, 323 pp. \$5.50

In *Collective Bargaining*, Selwyn Torff, a management consultant and Northwestern University lecturer, furnishes a description of the characteristic provisions that make up the collective bargaining contract today. The typical variations in these various contract clauses are set forth, and the major union and company arguments concerning the more controversial sections are listed. In addition, the operation of standard grievance and arbitration procedures is explained.

As background, Torff summarizes the history of collective bargaining in the United States, the development of Federal legislation regulating it, and the structure of employer and employee organizations. He then divides the body of his book into the non-economic and the economic issues of the labor contract, and concludes with a section on contract administration and enforcement.

Torff's point of view is one of almost complete objectivity. He expresses his own opinion on only one part of his subject matter.

His purpose is "to give the uninitiated layman or student an uncolored version of the subject matter and workings of the American collective bargaining process." To the extent that a detailed analysis of the composition of the labor agreement fulfills this purpose, the book is successful.

The primary value of the book is to the university student. Possibly, too, the management of some smaller companies might find it a useful reference. In the only area—grievance procedure administration—where the author expresses his own evaluation of collective bargaining, Torff speaks with maturity and discernment. One wishes that there might have been more of Torff and less of description.

Donald A. Crawford

Edward N. Hay & Associates

- (1) that no individual is overlooked,
- (2) that the progress of an individual and his needs for development are reviewed periodically,
- (3) that development is planned to fit the individual's requirements, and
- (4) that the individual receives the answer to "How am I doing?"

The objectives of executive development are listed as (a) the preparation of men to perform more effectively in their present capacity, and (b) the provision of a pool of qualified men to fill executive positions or to assume greater responsibility as needed.

No plan of executive development can function unless the "climate" within the company is such that executives realize that they have a chance to grow and unless they have the desire to grow. No program can succeed if top management makes promotions without considering the management development activities.

Margaret W. Moore

OUTLINE OF EXECUTIVE DEVELOPMENT, compiled by Lee Stockford. Bulletin No. 23, Industrial Relations Section, California Institute of Technology, Pasadena, California. 46 pages.

The material presented in this outline grew out of three summer conferences on executive and managerial development which were sponsored by the California Institute of Technology in 1951, 1952 and 1953. The table of contents is very clear and the text is arranged in outline form, without padding, so that the busy executive can get the meat of the discussion with the minimum of reading. The sections on Rating of Executive Personnel and on Training of Executive Personnel seem to be particularly useful.

An executive development program can contribute to the improvement of employee-employer relations throughout an organization by including procedures to insure

ORGANIZING FOR IMPROVED PRODUCTION AND COST CONTROL. Number 202 in the AMA Manufacturing Series. American Management Association, New York, 1952. 68 pages, paper covered, \$1 to members, \$1.25 to non-members.

This is a collection of papers presented at the AMA Manufacturing Conference in New York in April 1952. Since the most effective operation at the lowest possible cost is a prime concern of personnel directors, all of the papers will be of interest and value to them. John C. Garrels, Jr. of Monsanto Chemical spoke on "Developing Cost Awareness"; Bertil Hanson of Westinghouse Electric on "A Material-Handling Improvement Program." Robert K. Mueller of Monsanto was chairman for a panel discussion of "Organization of the Manufacturing Executive's Job"; L. C. Morrow of *Factory Management and Maintenance* of a panel on "Elements of Organization and Control."

Of special interest to us is the talk by W. L. Duncan, Jr. of General Aniline on "Modern Management Control of Factory Costs" in which he discusses "written management" to make possible management by the "rule of exception." "Management by exception from standard," he says, "offers far-reaching possibilities for

simplification of your executive procedure and for certainty of results. You will find that these cost controls act like a New England conscience; they won't prevent your supervision from doing wrong, but they will surely keep them from enjoying it!"

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph. D.

Do You Know What Your Supervisors Do?
By Gerald Nadler, Washington University.
Personnel Psychology, Vol. 6, No. 3, Autumn, 1953, 343-354.

The procedure for studying the work of supervisors, described in this article, is called "occurrence study." The application is from a department store where the work of assistant buyers was analyzed.

The specific goal was to determine the assistant buyer's relationship to merchandising. Specific selling areas were selected which were largely patronized by women shoppers, such as millinery, sportswear, jewelry, lingerie, linens and toys. The analyst who made the study had first to become familiar with the activities of the assistant buyers. This observation of their work made it possible to explain to them what was going on and what would happen.

From observation of the work the analyst made a list of the activities that the assistant buyers might perform. It is wise to have this list fairly detailed and to combine categories later if desirable. The duties listed in this study include the following: sell, change merchandise display, marking merchandise, sales supervision, stock arrangement, and others.

Twenty assistant buyers were ob-

served, and 50 observations were made of each. This meant that the analyst made 50 trips through the store. There were random intervals of time between observations. The observations were instantaneous. The buyers were asked to pay no attention to the analyst. As the analyst walked around the store and reached a designated location where the buyer worked, he checked on the list of duties exactly what the buyer was doing at that moment. Detailed tables are presented to show the percentage of time that the buyers devoted to different activities.

The study gave management the information they needed to plan activities and to reassign certain duties and activities to individuals with lesser skills. Service to customers was improved.

A Method of Studying Communication Patterns in Organizations. By Keith Davis, Indiana University. *Personnel Psychology*, Vol. 6, No. 3, Autumn, 1953, 301-312.

Communication is not a secondary or derived aspect of organization but is the basic process out of which all other functions derive. Communication patterns have a significant influence on the effectiveness of an organization.

This paper describes a method of

communication analysis, called "ecco analysis," which makes it possible to record and analyze communication patterns in terms of their variables, such as timing, media, subject matter, and organizational level. The article describes a study among the 67 management personnel of the Tex Tan Company, a manufacturer of leather goods.

The procedure was somewhat as follows: the surveyor selected the event or information which was to be studied. A typist typed the question and the time cut-off hour into a prepared stencil, and copies were made. Each man's code number was written on the questionnaire and the questionnaire was personally delivered to him at his work place. The sheets were collected immediately. A survey of the 67 persons took very little time. Therefore many surveys were possible and were conducted, in order to obtain general patterns of communication in the organization.

The following is a sample question: "By no later than noon today did you know the information in the box below, or ANY PART OF IT?" In the box were the words, "That John Doe is leaving Tex Tan soon to enter the insurance business in Yoakum." Respondents indicated which part of the information they knew, if any, who first gave him the information, and by what medium he had received it.

The process seems disarmingly simple, yet the results were relatively accurate and detailed. Interesting communication patterns came to light. This is a fresh and original approach to communication problems, and the author suggests many valuable applications.

Prediction of Turnover Among Clerical Workers. By Philip H. Kriedt and Marguerite S. Gadel, The Prudential Insurance Company, Newark, N. J. *The Journal of Applied Psychology*, Vol. 37, No. 5, October 1953, 338-340.

Companies that hire a large number

of high school girl graduates often have a large turnover problem. Employees who leave in less than a year are not considered a good investment.

All the high school girls hired in June 1951 by the Prudential Company were given an experimental battery of tests and questionnaires selected as possible predictors of turnover. There were 358 employees in this group, of whom 65 left in three months or less and 43 more left before the end of a year.

The five predictors considered were general ability tests, clerical speed tests, interest questionnaires, biographical data, and a job-preference blank. Point bi-serial correlations and multiple correlations were calculated for various combinations of these predictors. Biographical data is the best predictor. The other measures increase only slightly the effectiveness of prediction as estimated by multiple correlation.

The investigators found a slight negative relationship between intelligence and the likelihood of a person staying on in a routine clerical job. However, other factors such as family and educational background and interests and aspirations tend to be more important than intelligence. It seemed unwise to suggest an upper critical score on intelligence because of the desirability of having a certain number of girls with high potentiality for advancement.

Research on Near-Accidents. Research Notes of the American Institute for Research, Pittsburgh 32, Penna., No. 9, September 1953, 1-4.

In the course of investigating a serious aircraft accident, several pilots reported that they were not surprised that the accident had occurred. Each of the pilots recalled that he had experienced a very "close call" in a similar situation. The loss of life and money might not have occurred

if there had been a system of collecting and using near-accident reports. Perhaps the procedures could have been tightened up or changed before the serious accident, if such information had been available.

Near-accidents and accidents are very different so far as their *effects* are concerned. But so far as their *causes* are concerned, near-accidents do not seem to be in any fundamental way different from accidents. Near-accident reports can provide information which is useful in accident prevention.

This particular report discusses aircraft accidents, but the idea of investigating near-accidents or hazardous incidents has many applications in other industries.

The important point is to set up procedures so that near-accidents will not go unnoticed. If there is a serious accident, there is sure to be a detailed investigation. But there is a tendency to hide or cover up a near-accident. In order to insure that near-accidents will be reported, adequate methods of collecting, recording and using such reports need to be drawn up. Often personnel people will have to do a selling job to convince the worker that it is to his advantage to report a hazardous incident. The program which is set up should be a continuing operation for the purpose of preventing accidents before they occur.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

ONTARIO SOCIETY OF TRAINING DIRECTORS met in November to discuss the selection and training of salespeople. M. G. McLeod, general sales manager of Shirriff's, and president of the National Sales Executives, spoke. At the October meeting of the society, Ernest H. Reed, manager of the education and training department, International Harvester Company, Chicago, was the speaker. He dealt with the principles, indictments and procedures of supervisory and management training. He emphasized the need for industry to spend as much time and money on personnel development as on technical development. The Ontario group uses door prizes to stimulate attendance. From time to time the society evidently goes on field trips. A tour of a plant and a visit to its training center is described in the letter we received about the organization. We are very glad to hear from this group, which has 92

members. Miss F. M. Kidd is the secretary. She may be addressed at The Radio Valve Co. of Canada, Ltd., 189 Dufferin St., Toronto, Ontario.

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE put in a full evening at their November meeting. Starting with films at five o'clock, followed by a social hour and buffet dinner, the program was climaxed by a panel discussion, "You Are Bound To Be Misunderstood." The moderator was Professor Ben. A. Lindberg, of the Harvard Business School. The films viewed were "Motivation," a new 35 mm. sound slide film showing how foremen can learn to understand the psychological basis of motivation, and "A Fair Wage by Job Evaluation," which explains the "why" of job evaluation to supervisors, employees and management. The films were loaned by the National Foremen's Institute.

APPLETON PERSONNEL ASSOCIATION, APPLETON, WISCONSIN, toured the Consolidated Water Power and Paper Company's Interlake Mill in November. The tour was of unusual interest because of recent expansion at the plant. Clarence Schultz led a discussion on safety in industry following the tour. According to the announcement, "this subject is particularly important when you stop to consider that occupational accidents in 1952 cost American industry \$45 per worker. Fifteen thousand persons were killed and two million injured at work last year, and total time lost as a result of occupational injuries added up to 250 million man-days."

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO heard James C. Worthy, Assistant Secretary of Commerce, speak on "The New Business Management in Washington" at their November meeting. "Are Your Employees on the Team?" was the question asked, and answered, by David G. Moore at the November meeting of the group concerned with new developments in industrial relations. Mr. Moore is director of the employee inventory project, the industrial relations center, University of Chicago.

TRI-COUNTY PERSONNEL ASSOCIATION (Wilkes-Barre, Pa.) heard Whiting Williams at their October meeting. Mr. Williams, investigator, writer, lecturer, and consultant, spoke about "Human Relations, on the job and off it." C. A. Grabarek is president of Tri-County Personnel. The vice president is Robert Vogelbacker; secretary, Carl R. Burkel; and Emmet H. Norton is treasurer.

TOLEDO PERSONNEL MANAGERS' ASSOCIATION indulged in a get-acquainted and fun night in October. The dinner was held at the Surface Combustion Cafeteria, which makes it sound as if the evening must have been a lively one. There was a business

meeting, followed by cards, games, refreshments and a buffet, and all for one dollar and ninety cents!

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES grappled with a large topic—"Industrial Relations, What Next and When?"—at their October meeting. They considered the question under the able guidance of Dr. Douglas McGregor, president of Antioch College. The association continues to offer to members transcripts of the monthly meeting talks. Executive management seminars are announced in *Pira-scope*, the association's news letter. Four top professors in their respective fields at the University of Southern California are teaming up with the Merchants and Manufacturers Association to present a series of executive management seminars on the S.C. campus. The theme is "Cooperation Within Management."

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION reports items of interest from its chapters. *Salem Chapter* members at a regular luncheon meeting enjoyed a talk by Mr. A. C. Newall, secretary and treasurer of Paulus Bros. Packing Co. and a member of the Oregon Civil Service Commission. Mr. Newall spoke on improving office standards. He recommended two means for getting better office personnel: selection of employees by thorough interviews, and testing.

The Portland chapter had a good session with Roderic Olzendam on the subject of human engineering in September. Mr. Olzendam heads the Seattle public and industrial relations firm that bears his name.

The Seattle Chapter talked about employee attitudes at their October meeting. The program chairman, Iain Gray, suggested that each table choose a leader to discuss one of three subjects: 1) The case of an individual whose attitude should be corrected; 2) the case of a group whose

attitude is wrong and should be corrected; 3) what tools management has to change employee attitudes, and how to use them. A film, "It's Up to You," was also shown.

TRAINING DIRECTORS SOCIETY OF PHILADELPHIA sponsored a workshop in November. A panel of top management from the Electric Storage Battery, Leeds and Northrup, Atlantic Refining, International Resistance, and Pennsylvania Salt Manufacturing companies discussed the philosophy, purpose and methods of their

management development programs. At the regular monthly meeting of the society, financial statements were considered. Members were asked, "Who understands your financial statement? Who should read it? Who should know what it means? Is it important to me? The owners? The bankers? The customers? The public? The employees?" Under the general heading, "Interpreting your financial statement," James Ryan, regional director, National Association of Manufacturers, asked "Why Bother?"

What's New in Publications

EMPLOYMENT INTERVIEWING IS ANALYZED in a new publication on the American Management Association list. *Recruiting the College Graduate: A Guide for Company Interviewers*, by Richard S. Uhrbrock, goes into the subject very thoroughly. There is a chart showing just how the interview should proceed. The interview should have five distinct parts, according to the chart. First the interviewer should appraise, then probe, then act, close the interview, and finally rate the applicant. A rating scale for recording an interview with an applicant is also given. Mr. Uhrbrock feels that there should be two interviews, one on the campus, and one at the plant. Sample interviews are included. The booklet is very helpful and provides much food for thought. The interviewer should perhaps be cautioned against indigestion. So much detail must be carefully absorbed before it can be properly used. Copies of *Recruiting the College Graduate* are one dollar from The Management Center, 330 W. 42nd St. New York 36.

of Technology. The new laissez-faire attitude on the part of the government made it possible for employers to make decisions on the basis of good business, rather than on legal requirements. Training and management development were expanded but there was an increased cost awareness. Against this background the industrial relations section undertook four projects: 1) communication between management and employees; 2) supervisory and executive development; 3) polls of employee opinions; 4) general activities. The report may be ordered from the Bookstore, California Institute of Technology, Pasadena, California.

EMPLOYEE BENEFIT PLANS are clearly explained in a new booklet of that title, published for the employees of the Texas Company. The booklet takes the familiar question-and-answer form, always useful, and brings out the questions in bold, red ink. A detailed index makes the booklet easy to use.

A TURNING POINT IN EMPLOYEE-EMPLOYER RELATIONS was reached this year, states the introduction to *Recognition of Individuals*, the annual report of the industrial relations section, California Institute

A DIRECTORY OF ORGANIZATIONS INTERESTED IN PERSONNEL WORK has been prepared by Dorothy W. Otten under the title, *Guide to Personnel Activities and Technical Associations*. The report is published

as No. 534 in the Personnel Report Series of the Civil Service Assembly. The price is \$2.00 from the Civil Service Assembly, 1313 East 60th St., Chicago 37, Illinois. Part I of the booklet deals with professional associations and personnel agencies; fields for cooperative action. The second part is a personnel guide, or directory of associations. Under each heading there is a description of the membership and organization of the group, their publications, and their activities in the personnel field.

AN EXCELLENT REPORT ON EMPLOYING THE PHYSICALLY IMPAIRED has come to us from the Merchants and Manufacturers Association, 725 South Spring St., Los Angeles 14. Who prepares them or how much they cost is not revealed. The report deals with production of the impaired, absenteeism, turnover, accidents, insurance, and various attitudes. Suitable jobs are described and ailments listed. The conclusion is that "thorough studies on matched job performances, including persons with and without physical impairments, have demonstrated time and again that when properly placed, the physically impaired can more than hold their own. All that appears to be lacking are the opportunities."

Attending the Conferences

AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION met in St. Louis in November for its 5th annual conference. Merlyn Pitzele presented "Labor's View." Mr. Pitzele, as labor editor of *Business Week* magazine, was well qualified to make the interpretation. Fayette Sherman, personnel director Geo. A. Hormel and Co., spoke on "Guaranteed Annual Wage." "Outlook for Collective Bargaining" was discussed by Frank Cassell, Inland Steel Company. W. H. Harrison of Columbia

THE LITTLE MAN WHO ISN'T THERE is still one of the biggest problems facing American industry. So the Research Council for Economic Security, a Chicago organization, is making a study of absenteeism, under the leadership of Gerhard Hirschfeld, director of the council. William M. Freeman, commenting on the study in the *New York Times*, states that the report studied 22,778 employees in fifteen large firms. By the time the Council finishes it will have studied 400,000 employees. This is a 1 per cent sample of the nation's private, non-agricultural employment. The study is restricted to persons absent from work for more than four consecutive weeks because of non-occupational disability. Among the 22,778 employees studied during the year there were 749 absences of more than four weeks, a rate of thirty-three per thousand a year. The rate for women was higher than that for men. It was forty-three per thousand for women and twenty-eight per thousand for men. There were very marked differences in the absence rates of production workers and salaried workers. There were twice as many prolonged absences among male production workers as among male salaried workers, and more than three times as many prolonged absences of female production workers as of female salaried workers.

University talked about "Selection of Potential Management Personnel."

A THOROUGH-GOING EXPLORATION OF MAJOR HUMAN RELATIONS, PERSONNEL AND LABOR-MANAGEMENT PROBLEMS was conducted in a five-day conference by the National Association of Manufacturers. The conference was held at the Greenbrier, White Sulphur Springs, West Virginia, in November. The program is impressive—complete with charted schedules of elective

and non-elective courses, lists of participants, questions, answers, and assorted information. A week at the conference looks as good as a semester at college.

PROFIT-SHARING—HOW IT WORKS, was discussed at the sixth annual conference of the council of profit sharing industries, held in Boston. John F. Kennedy, United States Senator from Massachusetts, was a dinner speaker. Panels were arranged on profit sharing, on how to maintain employee interest, on what the employee has

to say about profit sharing, and on laws and regulations affecting profit sharing.

PERSONNEL PREDICTIONS was the title chosen by the Pacific Northwest Personnel Management Association for its 15th annual conference in October at Seattle. The keynote address was by Harry H. Stevens, president, Vancouver Holdings Ltd. A variety of workshops completed the conference. We wish we could report a few "predictions"—perhaps some member of PNPMA will tell us about them.

Looking Over the Employee Magazines

LIBERAL MARKET, INC. OF DAYTON, OHIO has just started to publish a four-page employee news-sheet. The publication has been christened the *Liberal Lite* as the result of a contest. George Miller, head cashier at one store, won \$25 for the name. Thomas J. Spitzig, personnel manager, was good enough to send us a copy of the first issue, together with some very generous remarks about **PERSONNEL JOURNAL**. Appearance and contents of his own publication are excellent. It's easy to read, carries clear pictures, and covers the ground. But please . . . don't forget to put in the name of your company! Think of those who may pick up a copy somewhere!

OMAHA PUBLIC POWER DISTRICT has sent us a copy of their 24-page employee magazine, *Flash*. There are plenty of photographs, many of them with nice action. One interesting article on the use of aerial photos in surveying new line is particularly well illustrated. Various departments report news of their members, and sports are not forgotten. The October issue features an article on the personnel department, which points proudly to a very low turnover. One of the more important functions of the department, of course, is the hiring of new personnel, which is done by a sys-

tem of interviews and tests followed by a probation period. Personnel is under the direction of Roal A. Carlsen. Joseph P. Murphy is editor of *Flash*.

MARATHON CORPORATION, MENASHA, WISCONSIN, puts out a big, bright magazine called *Maralog*. In the September-October issue there is an interesting article describing the work of the company: packaging sells today's foods, says the title, and Marathon makes packages. The magazine itself is prettily packaged in a color cover, and has a great many photographs.

STANDARD OIL COMPANY OF CALIFORNIA has a most attractive magazine, *The Standard Oiler*. I like the first page, just inside the cover, because it contains all the information I look for first in a magazine, and it is neatly and clearly presented. There is an interesting and rather unusual editorial, a credit line for the cover, a complete masthead, and an excellent table of contents. I do like a table of contents. Why is it that most employee magazines seem to feel a table of contents unnecessary? William H. Jones is the editor. His table of contents is divided into two sections. The first lists material "in this issue" and the second lists the regular departments.

These departments tell employees about each other and give them the recognition they enjoy. One tells about Standard Oilers in military service, another gives official releases, a third is "In Memoriam" while a fourth remembers those who have retired. Service emblems and a family photo album complete the regular departments. Special articles describe the work of the company and range all the way from a description of a tanker and its travels to an explanation of a new process for catching dust by the pound through train air filters.

PRUDENTIAL INSURANCE COMPANY OF AMERICA, SOUTHWESTERN HOME OFFICE, Houston, publishes a similar magazine, with a nice first page containing an edi-

torial, table of contents and masthead. J. N. Kelleher is the editor. The features in the September issue are somewhat frivolous but very pleasant, one being a pre-view of fall fashions, modeled by highly personable employees.

WEIRTON STEEL COMPANY devotes most of the October issue of its *Employees Bulletin* to a description of the new Weirton General Hospital. There are many color photographs of this handsome, well-equipped structure, and the dedication ceremonies which opened the building for use. It would be a temptation to get sick in Weirton these days. The liberal use of color photography is something new, and certainly adds a lot of interest to the magazine. Alfred J. Knight is the editor.

SITUATIONS WANTED (continued from page 320)

INDUSTRIAL RELATIONS: Former N.L.R.B. Trial Attorney. 8 years Personnel experience includes every phase of field, employment, training, employee programs, contract negotiation, arbitration, etc., with Southern plant of one of nations most progressive corporations. Two years teaching Industrial Relations at university level. Age 39, married, family. Reply Box 260.

INDUSTRIAL RELATIONS & ECONOMIC RESEARCH: Varied experience in wage and salary administration, industrial relations research, training and statistical controls. Age 39, Ph.D. Reply Box 253.

INDUSTRIAL RELATIONS—LEGAL COUNSEL: Attorney, over 5 yrs. experience negotiations, arbitration, wage and salary administration, supervisory training, policy development; general corporate legal background. Presently assistant to personnel vice president multi-plant 150,000 employee Eastern firm. Desire position of increasing responsibility. Relocate. Reply Box 254.

PERSONNEL: B.A., M.A. Personnel Administration, psychology, guidance, recreation specialist. Member N.V.G.A.; A.P.G.A./veteran, Age 27. Opportunity. Some training—knowledge of legal education. Reply Box 255.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 261.

PERSONNEL RELATIONS: Five years plant and central staff experience including employment, safety, labor relations and training with national manufacturing firm. Writing ability. Age 29, B.A. Desire responsible job at program level. Reply Box 262.

INDUSTRIAL RELATIONS: Desire position as second man in a single-plant, medium-sized manufacturing organization of up to 2000 employees. 3½ years experience, all phases; employment and testing, labor negotiations, grievance handling, safety, job evaluation, merit rating, etc. Both small and large employer experience. Age 28, degree, married. Resume upon request. Reply Box 263.

SITUATIONS WANTED

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available now. Resume on request. Reply Box 232.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multi-plant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 235.

EMPLOYEE RELATIONS STAFF MEMBER: Industrial supervisor training experience; university counseling; college teaching. Thorough academic training. MS degree Industrial Psychology. Major interest areas: training, selection & placement, research, counseling. Married. 1 child. Age 36. Prefer Eastern U.S. Reply Box 247.

INDUSTRIAL RELATIONS: 5 years diversified experience in contract negotiation and administration, grievance procedure, job evaluation, personnel administration and foreman training. B. S. Cornell, M.A. Age 29, married, 1 child. Present salary, \$7500. Reply Box 249.

PERSONNEL OPPORTUNITY: 4 yrs. multi-plant personnel experience; heaviest in all phases employment and training; writing ability. 3 yrs. supervisory and instructing exp. military; pre-War II varied occupations, inc. sales. Age 37, married. Devoted to continual study and self-improvement. B.S. Degree Industrial Relations. Desire challenge and responsibility in progressive firm. Resume at your request. Reply Box 250.

TRAINING COORDINATOR: 2 yrs. as training coordinator on Staff Level in Navy. Practical experience in phases of machine shop, sheet metal, electricity, welding, foundry, heat treatment and wood trades. Knowledge of management and supervisory development programs, curricula organization, on-job training, labor problems, professional and trade occupations. Trade industrial experience. BS and MA degrees in vocational and educational areas. Age 35. Married. Locate in East. Resume and recommendations on request. Reply Box 251.

PERSONNEL: *Ready to choose executive potential?* Seeking connection which would utilize initiative and ability to our mutual advantage. Eventual goal is top-level executive position. To achieve goal will use education and 9 years of successful, responsible, diversified personnel experience which embraces training, employee relations, salary administration, counseling, recruitment, placement, policy, practice and procedure development. M.A. Age 33, married. Relocate 300 miles from N.Y.C. Resume. Reply Box 256.

PERSONNEL RESEARCH: 2 years experience in job analysis, 1 year vocational counseling, 3 years engineering research. Seeking challenging position in personnel psychology with emphasis on analytical and technical skills rather than administrative skills. Columbia MA. Age 30. Married. Prefer northeast. Reply Box 257.

INDUSTRIAL RELATIONS: Eight years experience as Personnel Supervisor in the Electrical Industry in Pennsylvania and Ohio. Full staff responsibility in Personnel functions. Includes Plant Dispensary and Plant Newspaper. Prior experience seven years in newspaper editorial work. Prefer eastern location. Resume on request. Reply Box 258.

PERSONNEL: 4 yrs. experience developing & supervising conservative employee and public relations for manufacturing plant employing 800. Personnel Director for past 3 years. Employed but seeking increase in opportunities. Personnel Admin. degree. Age 28, married veteran. Will relocate. Reply Box 259.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

SEE OTHER SITUATIONS WANTED ON PRECEDING PAGE

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

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President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

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HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

FEBRUARY

- 15-17 Chicago. Palmer House
American Management Association. Personnel Conference. Mr. John Binns, Personnel Division Manager, AMA, 330 W. 42nd Street N. Y.
- 18-19 Minneapolis. University of Minnesota
Sixth Annual Labor Conference. University of Minnesota, Center for Continuation Study, Minneapolis 14, Minn.

MARCH

- 10-11-12 Roanoke, Virginia. Hotel Roanoke
American Association of Industrial Editors, annual convention. Convention chairman: W. A. McClung, Appalachian Electric Power Company, Roanoke, Virginia.
- 25 Los Angeles, Ambassador Hotel.
National Industrial Conference Board, General Session. 247 Park Avenue New York, N. Y.
- 30 New Haven, Conn. Yale University.
Connecticut Personnel Association. Fourth Annual Personnel Conference. Mr. George Quandt, Asst. Mgr. Industrial Relations, Dictaphone Corp. Bridgeport 5, Conn.

APRIL

- 6-7 Minneapolis, Minn.
University of Minnesota. 12th Annual Industrial Relations Conference. Center for Continuation Study. University of Minnesota, Minneapolis 14, Minn.
- 28-May 1 New York. Park Sheraton Hotel
International Association of Personnel Women. Fourth Annual Conference. Miss Dee Aufderheide, Publicity and Public Relations Chairman. % Anheuser-Busch, Inc. 721 Pestalozzi, St. Louis 18, Mo.

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Editor to Reader:-

THE SALARIED MAN CONTINUES TO FALL BEHIND THE WAGE EARNER in the matter of compensation. The inside front cover of PERSONNEL JOURNAL for September showed by a diagram how much he fell behind in the period between 1939 and 1952. The American Management Association has just issued its fourth annual survey of executive compensation. This shows that, whereas the compensation of top executives on the average increased less than one per cent over the previous year, the gross average weekly earnings of production workers in manufacturing industries for 1952 were 7.4 per cent over those of 1951. This figure, taken from the Bureau of Labor Statistics reports, does not include so-called "fringe" benefits.

The report goes on to say that executives made less progress last year than in some other recent years in the matter of compensation. The AMA executive compensation service is intended to provide subscribers with up-to-date information on what companies are paying their executives. Subscriptions to this confidential service are available to presidents of AMA member companies. The Association headquarters are at 330 West 42nd Street, New York 36, N. Y.

ALL VOCATIONS—EVEN THAT OF PERSONNEL DIRECTOR—produce their lighter moments and provide opportunity for a little fun. For example, can't you imagine the merriment that went into the composition of the "Exec-Chart" which appears on the inside first cover of this issue? A. J. Pastene, manager of the key employee development program for Monsanto Chemical Co., St. Louis, gives us the background of the chart. He says it was made up by K. B. Bernhardt, one of the company's divisional personnel directors, and was inspired by a

chance remark. "While it has no official standing," says Mr. Pastene, "it has been enjoyed by many people." We can believe that, because we picked it up from the Orcutt Industrial Engineering Company's little booklet *System*, which gave a credit line to both Monsanto and *Forbes* magazine. The heading of the chart says: "A Ready Guide for Evaluating Executives or R-H-I-P. In use by Chemists, Engineers, Trainees and Students Throughout the General Office . . . Hundreds of Satisfied Users".

Another kind of fun in business is thinking up bright sayings and quips and circulating them. A series of such "cuties" which somehow came into my possession bears the imprint of Scarborough & Company, insurance counselors to banks, Chicago 3. One of the pieces says: "Keep your eye on the ball, your shoulder to the wheel, your ear to the ground—Now, try to work in that position." Another: "This job is more fun than making money." Again: "Don't go away mad. . . . Just go away". A fourth: "I never forget a face, but in your case I'll make an exception."

MANY REFERENCES HAVE BEEN MADE TO THE "RIGHT TO WORK" LAWS of a few of the states. One of the most glaring violations of the "right to work"—and abuses of union power—that has been witnessed in a long time was the recent New York newspaper strike. Dorothy Thompson discussed the matter in her syndicated column on December 3.

She pointed out that the whole newspaper industry was closed down by a strike of only 207 people, thus throwing 20,000 members of allied newspaper unions out of work. To be sure, they threw themselves out of work—by the simple process of breaking their own contracts through refusal to cross the picket lines of the photo-

engravers. The department stores suffered serious losses through their inability to advertise; news-stand vendors lost money; so did the workers in Scandinavian news-print plants. All this in the face of the fact that the newspaper workers in New York City, generally, are one of the highest paid groups in the world. This staggering power possessed by a handful of union leaders is a serious thing. However, it is possible that on occasion the public may feel that it has been pushed too far. When that happens—union leaders, look out!

YOU HAVE HEARD ABOUT THE MAN who was "hoist by his own petard." That's me! H. B. Causey of Savannah, Ga. writes, "I think your magazine is as well written as most of them, and better than some, but since you are concerned with the misuse of words by others, let's look at some of your own."

He takes me up on my statement on page 205 of the November issue that "sloppy writing is the rule. . . ." He goes on to point to some flaws in my writing in that very section: he is quite correct. Fussy as I am on this matter of "saying it plain," I must admit I am not infrequently pressed for time, with the result that some of my prose is not as good as it should be. Mr. Causey has made me feel even more the importance of taking care to express myself properly. I shall do my very best.

He concludes by saying, "I do not contend that writing has to be grammatically and otherwise correct to be effective, but I could not resist this scrutiny of your editorials when you so neatly opened the door for this good-natured kidding."

Touche!

THIS IS THE PLACE TO MENTION AN ITEM which appeared in United Air Lines' "Mainline Management"—a nicely printed occasional publication of the Education and Training Department. The article in question was taken from "Office Manage-

ment," issue of February 1953, and carries the title "Leave It Alone!" It begins this way: "Next time your fingers itch for the correcting pencil . . . think how little good any correcting would have done for one of the most outstanding reports ever prepared in an American office."

Then is shown an illustration of the first two paragraphs of Lincoln's *Gettysburg Address* with suggested corrections for re-writing. Each correction taken by itself probably has some justification. It becomes obvious that, when put together, they would have had the effect of watering down the *Gettysburg Address* to a sophomoric statement.

We do a great deal of editing of material which appears in these pages. Sometimes it may appear to an author that the changes we make have as little to recommend them as the suggested changes in Lincoln's speech. But our intentions are "of the best." Our main aim is to make the material easy to read, so that subscribers can find the author's meaning without too much work. A secondary aim is to make articles as compact as clarity permits, to save readers' time. By so editing, we try to make the monthly "dose" palatable and tempting as well as beneficial.

THE SCIENTIFIC MONTHLY IS THE ORGAN of the American Association for the Advancement of Science. It has been ably edited for many years and is at present under the acting editorship of Ruth C. Christman. The wide variety of articles on scientific subjects brings matters of interest to anyone concerned with any of the various fields of science. The issue for November 1953 carried a story under the title "Small Town Fluoridation Fight." The article was written by John A. Hutchison, who now teaches philosophy and religion at Williams College. He was an active participant in the struggle described in his article.

Briefly, this is what happened: the

incident took place in a rather isolated New England town of about 5000 population. Like all such towns, it is old and extremely conservative. In a town meeting, a favorable vote was recorded on the proposition to install fluoridation equipment in the water works in order to reduce the very high rate of tooth decay among the population. Shortly after this meeting there were critical comments and finally the town selectmen delayed acting on the decision to install the equipment even though it had been bought. After considerable campaigning by the opposition there was another vote in Town Meeting, this time also favorable, but by a narrower margin.

Feeling ran high. Men who had spoken in favor of the new equipment in Town Meeting were accosted on the main street and called "stinkers" and "communists." No amount of evidence in favor of the proposal had any effect. Many merchants in town stopped coming to Town Meetings for fear of persecution by the opponents of fluoridation. The vigorous arguments of the opponents served to stir fear and uncertainty. The author says "while all major medical and health organizations have endorsed fluoridation there is a small minority of dentists, doctors and scientists who have misgivings or are opposed."

The opposition then posed the question "Since the experts disagree, should we not wait awhile?" As time for a secret ballot drew near, the anti-fluoridation association bought advertising space in the local paper, repeating and underscoring its charges. The day before election they advertised this warning, that "fluoridation would produce a third generation degenerated to crippled pigmies." He observes, "But perhaps the most fundamental attitude was the deliberate rejection of reason and rational authority." The vote when taken was $2\frac{1}{2}$ to 1 against fluoridation.

The author observed that this illustrates "the ineptitude of the time-honored

New England system of direct democracy in the face of attitudes and problems of this sort. Any sharply controversial issue tends to disfranchise those citizens who are dependent upon public good-will." And again, "Systems of indirect or representative democracy provide means for giving weight to expert opinion on technical matters. No such means exist in the Town Meeting system."

We talk a great deal about democracy in every-day affairs. This is an interesting illustration of a case where the democratic process proved highly ineffective. The author was candid enough however to observe that it was apparently a basic error in strategy to bring the issue to vote without a long and thorough campaign of education.

THE ADVERTISING COUNCIL IS WRITING ONE OF THE BRIGHTEST CHAPTERS in the annals of American business. I have before me its 28-page annual report for 1952-53, marking the completion of eleven years' work in the public interest. Not only the accomplishments of the Council are impressive—the very fact that so many able business people and so many fine companies are giving so much time, thought, money and devoted service to important undertakings which need their support is extremely heartening.

The Council was established shortly after the outbreak of World War 2 to push the sale of war bonds and put the power of publicity behind projects connected with the country's all-out mobilization. When there was a question of its dispersal at war's end, it is to the great credit of advertising men, advertising media of all kinds, and of the business community in general, that there was an overwhelming demand for its continuance. According to the annual report, the Council "is frequently cited as an outstanding example of business' concern with the public welfare."

Among notable campaigns pushed to a

successful conclusion by the Council were a "get out the vote" project and a drive for blood donations, both in 1952. The first campaign helped bring out a vote 23% greater than the last previous best turnout; the second increased blood donations almost 2,000,000 pints over the previous year. Many companies, through their employee magazines and in other ways, supported both campaigns. They also shared in the Council's promotion of safety, better schools, defense bonds, "Care" packages for Korean children, forest fire prevention, student nurse recruitment, community chests and other matters of concern to all of us.

The work of the Council goes on. A most welcome form of cooperation is the donation of space. If you publish a house magazine . . . the address is 25 West 45th St., New York 36. Other offices are in Washington, D. C., Chicago, San Francisco and Hollywood.

ON OUR RECENT TRIP TO TEXAS the assistant editor visited the beautiful new southwestern regional office of the Prudential Insurance Company, which is complete with everything to make employees happy, including a swimming pool open every day—even Sundays! She reports:

"Looking over the Prudential employee magazine I noted 25 awards given for suggestions during the month. This sent me to the planning section to find 'how come.' I found that hundreds of suggestions come in every month as a result of the efforts made to get the suggestion system used, and because of the recognition given to each suggestion.

"Suggestions are made on forms which are obtained from the employee's immediate supervisor. There is usually an opportunity for a little discussion which may clarify the way the idea is written up. Within twenty-four hours it has been acknowledged. All suggestions are reviewed in connection with a classified index

of previous suggestions. If it is not new, and must be rejected, the employee is told in person. Sometimes in these talks a modification is made that makes the suggestion usable.

"If there is no record of a suggestion having been made previously it is referred to line management for study and a written report is made. A form describing the idea, its value and the names of divisions benefitted then goes to the suggestion committee, made up of division managers, which meets monthly.

"One thing that keeps the suggestion system active is the wholehearted support given by middle management. Employees I interviewed were enthusiastic about the awards, which carry considerable prestige as well as money value. The suggestor's manager presents the award, together with the official letter of approval.

"Considerable thought is given by Mr. Frank Brenton and his assistant, Miss Georgia Miller, to keeping the employees aware of the value of submitting suggestions. They also use methods worked out by the National Association of Suggestion Systems.

"The awards which are reported every month in the employee magazine, *The Frontier*, vary from \$5.00 to \$185.00 (top for July) or more. Additional awards are given if the suggestions are used in other regional offices.

"A contributing cause of employee satisfaction is the policy of having the suggestion reviewer responsible for putting the ideas into operation as soon as possible. The Planning Department follows up until the plan is in successful operation.

"Many suggestions cannot be measured in money, as they may contribute to morale, better working conditions or better public relations. But an accounting shows that in most cases the money saving is considerable."

ANOTHER STATE IS WITNESSING A

COURT BATTLE over its "right to work" law. In Texas a struggle is going on between railroad employees and unions to see whether the union shop agreement, recently effective on a national basis, can supersede a Texas statute which provides that workers cannot be compelled to join any union. In this case the suit is being brought by individual railroad employees and is aimed both at the union and at the railroad itself. It is expected that, whatever the decision in the Texas courts, the case will be carried to the United States Supreme Court.

A RECENT NEWSPAPER STORY put out by the Associated Press tells of "terrific pressure" being exerted on Congressmen to abandon their inquiry into labor racketeering. It is said that the pressure is coming from very high sources. One prominent member of the House who is active in labor legislation is quoted as having said that powerful men in Washington have passed the word down to him to "go easy or get out." He is further quoted as saying "those fellows down there in the Administration talk about cleaning up the Communist mess, but this one is twice as big and twice as dangerous to our country."

I know nothing about the correctness of this story but, since the revelations in New York State over the conditions existing on the race-tracks, it would seem useless to argue that there is no racketeering in organized labor. It seems incredible that racketeers have powerful enough friends to prevent any effective legislative inquiry into their efforts. However, this does not seem to have stopped Governor Dewey in New York. We shall see whether it has any greater effect among members of the National House in Washington.

Good idea for an employee magazine—get retired "old timers" to relate incidents throwing light on the early character of the business. PNB *Spotlight*, "pub-

lished bi-weekly by and for the personnel of The Philadelphia National Bank," did that effectively when they got O. Howard Wolfe, retired vice president and cashier, to take pen in hand. Mr. Wolfe tells me, "Some time ago two of my former associates asked me to write a few of the many anecdotes—humorous, dramatic or tragic—out of a rather broad banking experience of nearly fifty years. So I sent Mrs. Helen Caulk, the editor of *Spotlight*, a dozen or so to print or throw in the wastebasket."

One of the anecdotes, appearing in *Spotlight*, concerned Bill Emery who was the bank's first full-time auditor 50 years ago.

"Bill had character. He never seemed to walk as he made his rounds between collection department and filing department (in the 'cellar') or between bank ledger and what was then known as the 'country bank books,' the prehistoric transit department. He always ran. He carried his pen not behind his ear but in his mouth, crosswise, with each end of the pen sticking out among the bristles of a black walrus moustache. And everybody liked him which, according to modern theory, is not the best thing one should be able to say about an auditor."

Mr. Wolfe tells a story on Bill Emery who, in the early days, wrote his few necessary letters in longhand. There was no stenographer or typist to help him; in fact, "there was only one so-called secretary in the bank." So Bill had written some correspondent this now famous note: "On June 16 we sent you for collection a sight draft on Joseph Doakes for \$36.29. Today you have remitted \$36.19 in payment. What makes the difference?"

"The answer," says Mr. Wolfe, "came back promptly in two words scribbled beneath Bill's question; 'Ten cents'."

Ned Hay

Control of salary expense is too often disregarded in administering salary plans. The author describes a successful method for combining expense control with employee equity. The method grew out of attempts to surmount a series of difficulties with supervisory bias and union opposition.

Budgeting Merit Increases

By GRACE I. CUTHBERT

British Columbia Electric Co., Ltd., Vancouver

JUST ten years ago—in 1944—this company started applying systematic methods, including job evaluation and merit rating, in the administration of office people's pay. Rate ranges were established which had five "steps" between minimum and maximum. Merit ratings were to determine each employee's position within the range. The difficulties we ran into finally led to our present budgeting method of merit rating, about which we feel rather optimistic.

One of our major troubles in the early days was that some divisions tended to rate unusually low and some unusually high. Some expedient was necessary to bring divisional ratings roughly into line. In the original setup of the job ranges we had visualized the 3rd step as being a "standard" salary. That is, we would expect the general run of employees to be rated at about 3rd step or "standard", a few people to be rated as exceptional or above average on the scale, and a limited number to be rated as barely adequate or somewhere below standard. Therefore, in order to overcome the discrepancies between divisions, a range of merit rating indices was set for each step on the salary scale, this range to vary for each division so that the percentage distribution to steps would be fairly uniform. In other words, we applied "forced distribution" to each division.

SALARY REVIEW MEETINGS WERE AN "ANNUAL WRANGLE"

Having assigned tentative merit rating salaries on this basis, it was felt necessary to have a review of the proposed results in what were to be known as "salary

Note: Readers who are familiar with the "Compa-ratio" will recognize it in this plan. See *Advanced Management*, first quarterly issue of 1940; *Manual of Job Evaluation*, 1941; *Personnel*, Vol. 24, No. 1, 1947; A.M.A. *Financial Management Series* No. 91, 1948. Another type of salary expense control is described in "Zone Control for Balanced Salaries" by Robert H. Hoge of Owens Illinois Glass Company, *Personnel Journal*, December 1950.

committee review'' meetings. The makeup of the salary committee varied with the salaries being reviewed. The director of industrial relations, however, was a permanent member of the committee. Sitting in with him were the division head, the rating supervisor, plus all intermediate supervisors in the direct line of organization. They sat to approve or to disapprove and revise assigned salaries resulting from the original ratings. This proved to be an annual wrangle, with a lot of hard feelings. Almost without exception, the results of review proved to be selection against the company, since it developed that nearly all of the opposition to the original ratings was in the direction of revising them upward. The director of industrial relations, with an eye on overall costs, generally found himself facing quite an imposing array of supervisors absolutely overawed with the positive flawlessness of almost every single employee reporting to them!

With one year of merit rating experience behind them, the office employees' union, which had pressed for its introduction, asked that the system be dropped. Management, however, wanted it retained, feeling that at least it was an improvement on the old haphazard method of salary review. Management was successful in having merit rating retained; with the concession, however, that a definite range of merit rating indices would apply throughout the company, to a particular step on the scale. Obviously, this was a backward step, in that management gave up its control for bringing divisional ratings into line with each other. On one occasion, one particular division's original ratings were so out of line with all others that, not having this control, management was compelled to request a re-rating of the entire division to eliminate the discrimination against other divisions' employees that would have resulted from the distinct upward bias of the original ratings.

SUPERVISORS RATED TO GET RAISES RATHER THAN TO SHOW MERIT

For three years, however, the system of merit rating "without control" persisted. In those years supervisors forgot about realistic rating and rated to achieve a predetermined step, and hence salary increase, for each employee. In fact, so apparent was it that supervisors were rating to achieve a definite step that management went along to the extent of making it easier for them by revising the merit rating steps from a 1, 2, 3, 4 scale to a 1, 2, 3, 4, 5, 6, 7 scale in line with the salary scale. This we still believe, incidentally, is a more logical rating scale under our circumstances, even though it was introduced at a time when the merit rating system as a whole was shaky.

During the "no control" years, the salary review committee, which had been established to make overall reviews before merit-rated salaries were implemented, was powerless to curb the enthusiasm of supervisors. In those cases where it did make contrary recommendations, the members of the committee were most unpopular and considered discriminatory. The cost control feature of merit rating limped rather badly.

It was obvious that we would have to abandon the method whereby merit rating indices were tied to a definite step on the scale, and hence the salary. The method was too open to abuse. It is our opinion that no group of supervisors will even try to make it work.

About this time the office employees' union applied for representation as the certified bargaining agent of the office employee group. For this purpose, under the industrial relations laws of the province, it was necessary to exclude from the bargaining unit those employees who were supervisors, and also those employed in a confidential capacity. It thus came about that, of a total of some 1700 office employees, the larger group, some 1300, were represented by a certified union, and the remaining 400 were removed from the union and considered a separate group for salary administration. For the larger group, subsequent bargaining by the union resulted in the adoption of salary scales that were based almost exclusively on seniority increases. Merit rating played a minor role in setting salaries at the extreme upper end of the scale. For the smaller group, however, management was still trying to find a workable method of setting salaries by merit rating review.

"FORCED DISTRIBUTION" TRIED AGAIN WITH SMALLER GROUP

For the next three years we returned to annual merit rating review of our supervisory group under controls similar to the method used in our first year of merit rating. That is, we established that in each division a certain percentage of employees would be allowed to fall at each step in the scale as follows: 5% in step 1, 10% in step 2, 30% in step 3, 25% in step 4, 20% in step 5, and 10% at maximum. Controls were imposed after the calculation of merit rating indices. The abuses of intervening years made the re-establishment of controls rather difficult, because where a division had consistently over-rated employees it often meant that the higher steps on the scale were filled by employees who, relatively speaking, were not too deserving.

Incidentally, this is one of the minor problems of any merit rating system—ratings are not always consistent yearly, and once having rated high, an employee remains high on the scale, even though his subsequent ratings are lower. In our company, at any rate, it is policy not to reduce salaries by reason of annual merit rating review.

The reimposition of these original controls for three successive years brought salaries in the supervisory group more in line as between the various divisions, and kept a fairly tight rein on the costs of annual review. But we were still not too satisfied with the system because the only ones concerned with costs were those directly in charge of salary administration. We feel that cost control is as much a responsibility of line supervisors as of top management.

Thus, our new method of translating merit rating indices into salaries places maximum stress on cost control. Previously, cost control had been applied as a

final step before implementation of salaries indicated by merit rating, and it could not be too rigidly applied even at that point. Or if control was applied, it was done only after an unseemly wrangle between members of the review committee and the supervisors responsible for the original ratings. Now salary cost control will be stressed at every level where ratings and salary recommendations originate.

Some of the inflexibility of the old system has been dropped. Where previously we insisted that salaries fall at a step on the scale and not between steps, we now will allow salaries to fall anywhere within the range from minimum to maximum. This greater flexibility is an advantage of our new "budget" system of cost control as opposed to previous "forced distribution" methods.

We believe that the new method asks the supervisors to do a more responsible job of merit rating, in that they are asked to be fair in rating and hence in salary apportionment, knowing that the amount of money they can expect to have apportioned to them is limited. It eliminates the supervisors' old urge to beat the system by rating extremely high in an effort to get more and more money for employees under them.

PAY INCREASES CONTROLLED BY TOTAL AMOUNT AVAILABLE FOR INCREASES

As a first step in the "budget" system, the top management must make a policy decision as to what extent total present salaries will be allowed to increase. Let us assume for purposes of illustration only, that they decide on a maximum allowable increase of 4% in a current annual payroll of \$2,500,000. This would provide \$100,000 to be distributed. (Incidentally, the suggested 4% allowance yearly for merit rating increases would not mean that salary costs would climb steadily by 4% each year. Since our policy is to hire new employees at the minimum step of the scale, all labor turnover represents an offsetting factor to the 4% merit rating increase in a greater or lesser degree.)

The next step is to apportion this amount fairly to some nine company divisions. We must take into account the numbers of employees in each division, their relative job levels, as well as the present distribution of salaries in each division along the range from minimum to maximum.

For a moment, we will return to our earlier observation that we would expect, in any large group of employees, there would be some exceptional employees, a few inadequate employees, and a large number of average employees. A curve fitted to the distribution of salaries in any one division should approximately fit the curve of salaries for any other division. Stated otherwise, with a merit rating system properly applied, the average salary for any division should be at approximately the same relative position along the scale from minimum to maximum as for any other division. In the company at the present time, the average salary is just slightly below the 4th step on a 7-step salary scale. At least two divisions are somewhat over-rated, with the result that the average salary is relatively higher, and at least

one is under-rated with the average salary relatively lower. In other words, past controls removed inequities between divisions to some extent but not entirely; the proposed system can go further in that direction, and more fairly.

The first step is to list all the jobs by division, department and section. Because the average company salary is approximately 4th step at the present time, for purposes of this exposition we will call the 4th step "standard." Opposite each job we will show the "standard" salary for the job, also the "actual" salary. For any division, we may then express actual salaries as a percentage of standard, assuming standard to be 100.00.

For the company as a whole, in the illustration below, present actual salaries equal 98.885% of "standard" salaries. If, then, present actual salaries are to be allowed to increase 4%, a third index, which might be called "allowable," may be computed. This index would be 4% larger than 98.885%, or 102.840% of "standard." This will be the "allowable" index for the company as a whole; it will also be the "allowable" for any division. The difference between the "allowable" and "actual" indices may then be computed and expressed as a percentage of actual salaries for any division.

Thus: for the company as a whole—

Standard	Actual	Allowable	Allowable Increase as a % of Actual
100.0	98.885	102.840	3.955 = 4%
			98.885

For the various company divisions—

	Standard	Actual	Allowable	Allowable Increase as a % of Actual
Division 1.....	100.0	99.394	102.840	3.467%
Division 2.....	100.0	96.491	102.840	6.580%
Division 3.....	100.0	100.069	102.840	2.769%
Division 4.....	100.0	103.643	102.840	—

For each division, application of the percentage-allowable increase to actual salaries for that division will set a dollar amount of allowable increase for that division. Thus, for Division 1 total allowable increase would be 3.467% of actual payroll for that division; for Division 2, 6.580% of its actual payroll; and for Division 3, 2.769% of its payroll.

If a group of employees, like Division 4 in the illustration, turns up, then it should be policy under stringent control to rule out all merit increases for that division until its relationship is more in line with other divisions. This would occur only where ratings and resultant salaries have been too generous in the past, and hence in effect would be a penalty for past misdeeds. In any case, such a division

would tend to upset the current controls slightly, since our general salary policy does not provide for salary cuts as a result of merit rating. Where any one division is already beyond the allowable range, it could be policy to scale down the increases for other divisions in order to arrive at the predetermined company total for salary increases.

Under the plan, rating supervisors are expected to submit their recommendations on salary increases, using merit rating indices for their group as their primary guide. Thus, the merit rating review is conducted substantially as before, up to the point where a merit rating index is computed for each rated employee. However, there is now no mathematical relationship between the merit rating index and the final salary. Since it is felt that adherence to steps on the scale would make the system unnecessarily inflexible, the steps are used only as a guide, and recommendations for an increase need not be a full step, but may be for any amount, however large or small.

Recommendations of lower-level supervisors are then subject to review by line organization and finally by the division head. A salary committee then functions substantially as before, scaling down increases where necessary to keep them within the budgeted amounts. The burden of cost control upon the committee is considerably lessened, however, since recommendations for salary increases by members of line organization prove to be much more reasonable when made directly by the first-line supervisor in terms of dollars rather than, as before, in terms of rating to be translated mathematically by another party into dollar amounts.

Speaking of Retirement

“The experts tell us they haven’t found any way to decide scientifically when a man should be retired or down-graded because of advancing years. That’s a mystery to me. I don’t happen to be a personnel expert, but if a personnel organization can scientifically select men and scientifically up-grade them over a period of forty years, it would seem to be a smaller problem to face the issue of how to down-grade them or retire them.

JAMES H. ROBINS, President
American Pulley Company

Quoted from the Carnegie Press book, “Fundamental Research in Administration”.

When employee records have been developed over the years without much thought of making them compact and quickly accessible, finding wanted information can take entirely too much work. How one company transferred data from four or five files to a single card for each employee—saving space, time, and frustration—is told in this “how we did it” article.

Personnel Records Simplified

BY CHARLES S. ADAMS, JR.

Assistant Director, Personnel Department
United States Fidelity and Guaranty Company, Baltimore

PERSONNEL records are apt to “just grow,” like Topsy. As legal requirements or the needs of an employer dictate, new ones can be added without much consideration of how the overall system might be simplified and improved.

The result of this evolution in our company, as the number of employees gradually increased to the present 6,000, was an assortment of cards and files which made it necessary to refer to as many as four or five file sources to get all the information together for the review of a single employee’s record. Needless to say this circumstance discouraged complete reviews.

Therefore we started a project several years ago to bring as many of these records as possible together and to eliminate any that were unnecessary. There were two problems to be solved. One was the determination of what information belonged on this new form, and the other was the selection of a filing system best adapted to our overall administrative practices.

After considerable research, the Visirecord system was selected as the answer to the latter problem because it combines the advantages of a visible margin for quick reference coding purposes and a loose record which may be easily removed from the file for use elsewhere in the organization. This system, a product of the Visirecord Corporation of Copiague, Long Island, New York, is housed in a special cabinet which provides posting space as well as an arrangement of the cards for ready reference. The cards overlap in banks, leaving the margin of each card visible for scanning purposes.

The record card we finally developed for use in this system has the Application for Employment on the back (See Fig. 1). The front of the card is the Personnel

APPLICATION FOR EMPLOYMENT

DATE _____

NOTE:

WHILE RECEIPT OF YOUR APPLICATION DOES NOT IMPLY THAT YOU WILL BE EMPLOYED. IT WILL BE GIVEN EVERY CONSIDERATION. TO ASSIST US IN THIS, PLEASE COMPLETE THIS APPLICATION CAREFULLY IN YOUR OWN HANDWRITING.

NAME _____ DATE OF BIRTH _____
PLEASE PRINT LAST FIRST MIDDLE

ADDRESS _____ PHONE _____
NUMBER STREET CITY STATE

INTRODUCED BY _____ POSITION DESIRED _____ SALARY EXPECTED _____

ARE YOU WILLING TO BE TRANSFERRED TO ANY PART OF THE COUNTRY AT ANY TIME? _____

ARE YOU RELATED TO ANYONE IN THE COMPANY'S EMPLOY? NAME _____ RELATIONSHIP _____
NAME _____ RELATIONSHIP _____

FAMILY	NAME	OCCUPATION	ADDRESS
WIFE OR HUSBAND			
FATHER			
MOTHER			
A BROTHER OR SISTER			
A BROTHER OR SISTER			
NUMBER OF CHILDREN			
AGES		NO OF OTHER DEPENDENTS	RELATIONSHIP

EDUCATION PRIOR TO EMPLOYMENT

NAME OF HIGH SCHOOL, COLLEGE, UNIVERSITY, BUSINESS SCHOOL OR OTHER.	LOCATION	ATTENDED				DID YOU GRADUATE?	SUBJECT OF STUDY (IF COLLEGE, LIST MAJOR AND MINOR AS WELL AS DEGREES IF ANY.)
		FROM MO.	YR.	TO MO.	YR.		

EXTRA CURRICULAR ACTIVITIES

IF LAWYER, ADMITTED TO BAR IN WHAT STATE? _____

PREVIOUS EMPLOYMENT (LIST LAST POSITION FIRST. INCLUDE ANY PREVIOUS U. S. F. & G. EMPLOYMENT.)

EMPLOYER AND CITY	FROM		TO		STARTING POSITION AND SALARY	LAST POSITION AND SALARY	REASON FOR LEAVING
	MO.	YR.	MO.	YR.			

CHECK PREVIOUS TRAINING OR EXPERIENCE

HOBBIES AND CIVIC ACTIVITIES

<input type="checkbox"/> ACCOUNTANT	<input type="checkbox"/> ENGINEER (COLLEGE TRAINED)	<input type="checkbox"/> INL. MARINE UND.	<input type="checkbox"/> TRANSC. MACH. OPR.
<input type="checkbox"/> BOOKKEEPER	<input type="checkbox"/> FID. SURETY UNDERWRITER	<input type="checkbox"/> KEY PUNCH OPERATOR	<input type="checkbox"/> TYPIST (SPEED _____)
<input type="checkbox"/> BOOKKEEPING MACHINE OPERATOR	<input type="checkbox"/> FILE CLERK	<input type="checkbox"/> LAWYER	
<input type="checkbox"/> CASUALTY UNDERWRITER	<input type="checkbox"/> FIRE UNDERWRITER	<input type="checkbox"/> STENOGR. (SPEED _____)	

MEMBER U. S. MILITARY RESERVE YES ☐ NO ☐VETERAN U. S. MILITARY SERVICE YES ☐ NO ☐

PERSONAL REFERENCES (NOT RELATIVES OR FORMER EMPLOYERS)

NAME	ADDRESS	OCCUPATION

I CERTIFY THAT THE INFORMATION I HAVE GIVEN IS TRUE AND COMPLETE AND THAT I HAVE NOT KNOWINGLY WITHHELD ANY INFORMATION WHICH WOULD AFFECT MY APPLICATION.

ANY ONE IS HEREBY AUTHORIZED TO FURNISH THE U. S. F. & G. ANY INFORMATION CONCERNING MY CHARACTER, HABITS, ABILITY AND PARTICULARLY THE CAUSE OF THE TERMINATION OF MY EMPLOYMENT AT ANY TIME.

I UNDERSTAND THAT, IF I AM EMPLOYED, IT WILL BE FOR A TRIAL PERIOD OF THREE MONTHS; THAT, IF IN THE JUDGEMENT OF THE COMPANY, I AM UNSUITABLE DURING THIS PERIOD, THE EMPLOYMENT MAY BE TERMINATED BY THE COMPANY WITHOUT NOTICE; AND THAT, AFTER THIS TRIAL PERIOD, THE EMPLOYMENT MAY BE TERMINATED BY EITHER PARTY AT WILL UPON TWO WEEKS NOTICE TO THE OTHER. IN ANY EVENT, ALL OBLIGATION ON THE COMPANY'S PART AS RESPECTS SALARY SHALL END WITH THE LAST DAY I WORK. I UNDERSTAND MY EMPLOYMENT IS SUBJECT TO SATISFACTORY PHYSICAL EXAMINATION BY THE COMPANY PHYSICIAN.

SIGNATURE OF APPLICANT _____

REMARKS (FOR COMPANY USE ONLY)

UNITED STATES FIDELITY AND GUARANTY CO.

FIG. 1. Actual size of this card is 8" x 10". The two sides of the single card are shown.

History Record (See Fig. 2), and is a history of the individual's employment with the Company. No attendance record was included because it was decided that belonged with the immediate supervisor. In addition, the visible margin provides space for fourteen number codes, plus spaces for: date of employment, sex, birth date, job name, job number, grade, salary, special job skills or qualifications, education,

SOCIAL SECURITY NUMBER		OUT		OUT		OUT		IND. CODE:		PHONE										
ADDRESS																				
PROOF OF BIRTH DATE SUBMITTED IN FORM OF:																				
PHOTO	TEST SCORES										DATE EMPLOYED									
	DATE	TEST	SCORE	DATE	TEST	SCORE	DATE	TEST	SCORE											
EDUCATION AND TRAINING SUBSEQUENT TO EMPLOYMENT										DATE EMPLOYED										
NAME OF SCHOOL OR COLLEGE		LOCATION		ATTENDED				SUBJECT OF STUDY			1 M 2 F									
				FROM MO. YR. TO MO. YR.																
											BIRTH DATE									
											PRESENT JOB NAME									
											JOB NUMBER									
											GRADE									
										PRESENT SALARY										
JOB PERFORMANCE										OTHER JOB QUALIFICATIONS										
DATE	REMARKS	DATE	REMARKS	DATE	REMARKS	DATE	REMARKS													
SALARY AND JOB HISTORY (WEEKLY SALARY EQUIVALENT FOR COMPANY CAR. IF ANY \$ _____)										KEY PUNCH OPERATOR										
DATE	JOB NO.	JOB NAME	WEEKLY SALARY	DATE	JOB NO.	JOB NAME	WEEKLY SALARY													
REMARKS:										LAW										
REMARKS:										STENOGR.										
REMARKS:										TYPIST										
REMARKS:										TRANSC. MACH. OPR.										
REMARKS:										FIRE UND.										
REMARKS:										INL. MARINE UND.										
REMARKS:										COMPANY CAR										
REMARKS:										MILITARY RESERVE										
REMARKS:										VETERAN										
REMARKS:										NO. YEARS EDUCATION										
											</									

FIG. 2

and other data. This makes it possible to quickly locate employees with certain qualifications and also to assemble statistical data. The job name, number, salary

and grade in this column are filled in with pencil because they are subject to change from time to time.

Now, when it is necessary to review the record of any employee, only this one card is needed. On it is the complete story of an employee, including his original application and what has happened since his employment with us. All the necessary information required for salary reviews, and promotional or transfer consideration, is in one place. We now do not have separate files for salary record cards, applications for employment, etc. and the previously bulky correspondence files have been reduced to a minimum. Many papers that were formerly filed are now destroyed after the necessary information is recorded on the card. In addition, this is the only record we retain on an employee who leaves the service of our company.

Thus we have a record that is more effective in our day-to-day administration, and at the same time saves us considerable space and time.

About the Authors

Grace I. Cuthbert is Research Assistant to the Director of Industrial Relations (Mr. L. B. Jack) of the British Columbia Electric Company Limited, Vancouver, B. C. She is a graduate in Commerce and Arts of the University of British Columbia, and has been associated with the B. C. Electric since 1945 in statistical and industrial relations work. The company supplies gas, electricity and local transportation in Vancouver. Its central personnel department was organized in 1944; it now has a staff of thirty people.

Charles S. Adams, Jr. is Assistant Director of Personnel, United States Fidelity and Guaranty Company, Baltimore. He graduated in Law, University of Virginia, 1936, and was employed in the USF & G Judicial Department until 1947, with the exception of five years in the Navy. In 1947 he transferred to the Personnel Department. Mr. Adams is a member of the Personnel Administration Association of Baltimore, of the Insurance Company Education Directors Society, and of the Insurance Educational Council of Baltimore.

Charles W. Voris' degrees include BS and MBA from the University of Southern California, and Ph.D. from Ohio State. He was engaged in personnel activities during his Navy service. He has had industrial experience in personnel and is now teaching Personnel at the new Los Angeles State College, and doing consulting work with several California companies.

Earl P. Johnson has been in public welfare and personnel work since his graduation from the University of Nebraska in 1934. He holds a Masters in Public Welfare Administration from the University of Chicago. Previous to his association with Frederick and Nelson, he was personnel and labor relations director for the Commercial Iron Works, Portland, Oregon. He is past president of both the Portland and Seattle Chapters of the Pacific Northwest Personnel Management Association and last year was their general Conference Chairman.

Joseph Henry Foegen is studying at the School of Commerce, University of Wisconsin, majoring in Labor-Management and Personnel. He is a member of the American Management Association, and is secretary of the student chapter of the Society for Advancement of Management. The work experience referred to in his article was with the Thilmany Pulp and Paper Company of Kaukauna, Wisc., his home town. He was with that company for three years.

If this kind of thing gains momentum, business will have to jettison its outmoded caricature of "the impractical long-haired professor." This is a first-hand account of what one California company is doing to get good summer help, and promote understanding between industry and campus. The plan, described in detail, could well be adapted to the needs of many companies.

A Mutually Profitable Industry-Campus Program

BY CHARLES W. VORIS

Assistant Professor of Business Administration
Los Angeles State College

TRADITIONALLY, there has been an underlying animosity between the practical factory executive and the theoretical college professor. The factory man has a tendency to refer to the academician as a dreamer with very few ideas which can be applied directly to a dollars-and-cents situation. The academician, on the other hand, sees the factory manager as a person who probably knows his own job well but has little knowledge of anything else. The factory executive feels the professor pays no attention to costs and would be in industry if he had any ability. In turn, the academician sees the executive as a "mercenary" who has little regard for the human element and no desire for improvement if it is going to cost something.

IDEAS OF BOTH FACTORY MEN AND PROFESSORS ARE CHANGING

In a great majority of cases these allegations are simply not true. There may have been evidence for these tacit accusations a decade or two ago, but in recent years the calibre of men in both "camps" has changed perceptibly. The typical factory executive today is a man with broad interests who probably is well educated himself. He can see clearly the need for long-range improvement and can clearly visualize that initial cost for research will result in greater profit in the future. The typical professor of business administration today has had considerable practical experience in industry as well as several academic degrees. He is not necessarily

dreaming of the unattainable, but of things which will improve manufacturing processes and methods, as well as the lot of the working man.

It is unfortunate that even though changes have taken place, the traditional enmity continues to flourish. Some progress has been made by the intermingling of executives and professors at the popular professional meetings sponsored by the American Management Association, the American Marketing Association, and the many local groups. The work of the Foundation for Economic Education has also made a notable contribution.

The Hughes Aircraft Company of Culver City, California, however, has promoted an idea which is probably better than anything yet devised. Last spring the training department sent letters around to the major colleges in California stating that Hughes was hiring a group of professors in the areas of engineering and business administration for the summer months. The response to the letters was very encouraging. Eventually over 50 California teachers were hired for productive jobs. It is important to note that these men were *not* brought in as visiting dignitaries but as employees for specific jobs.

THE PROFESSOR TAKES A SUMMER JOB

The experience of this writer will serve to provide a picture of the program in action. I informed the company that I was interested after receiving the original letter. In a few days I received a wire from the Employment Manager telling me to report to a specifically-named interviewer in their employment office.

On arriving at the office I was treated just as any other applicant. I had to fill out the regular voluminous application form and the government forms. I was thoroughly interviewed and my talents were carefully evaluated so as to fit me into some job that was available. My background and education in the field of industrial management seemed to fit me for the job of Methods Analyst, which was available for the summer in the Receiving Inspection department of the Services Division.

I was sent down to be interviewed by the supervisor who had requisitioned the job. (Supervisors had been asked early in the spring by the training department to send in requisitions for any summer positions they might have.) It was necessary to get the approval of the supervisor before getting the job. This is another bit of evidence of the strength of the program. Many of the academic applicants were turned down at this point because they were not specifically qualified for the jobs available.

Eventually I was hired and went through the usual agony of waiting in a doctor's office and the employment office while the laborious task of "hiring in" took place. Two days later I went through the prescribed four-hour indoctrination program with the other employees of all kinds being brought in that day. By noon of that day I was on the job. My work consisted primarily of analyzing existing

procedures and suggesting changes, whether in the procedures or in the manuals which supposedly governed the procedures.

At first, most of the animosity mentioned earlier was quite evident between the supervisor, his corps of engineers and myself. But it wasn't long before mutual respect began to develop among us. I left the place with a much greater regard for factory men, and I hope they now have a better feeling toward the college professor.

Throughout the company, the factory man discovered that the professor could do a competent day's work in a practical environment. The professor found the practical man not only an efficient performer but a person with relatively broad horizons.

This sort of thing is in its infancy and probably is beyond the "realm of feasibility" for the small manufacturer, but there are many of our larger corporations which could contribute to development of a better understanding between these two mutually dependent groups. This, of course, is by no means an act of charity on the part of the company. Professors are trained to observe critically from a neutral point of view. Many times they can pick out discrepancies and suggest improvements which a person directly "on top of the job" would never catch. This sort of thing can result in the long-run saving of thousands of dollars in some instances.

MERIT RATING SERIES. Provides a systematic and objective procedure for evaluation of job performance of present employees, based on national norms. Five merit rating forms available: *Clerical, Mechanical, Sales, Technical, Supervisor*. The 20-page "Steps" bulletin outlines a complete company program, from supervisory training to employee progress review. The *Merit Rating Series* is administered within a company, by its personnel staff.

JOB-TESTS PROGRAM. Provides 24 aptitude-test packages: 6 *Clerical*, 6 *Mechanical*, 3 *Sales*, 6 *Technical*, and 3 *Supervisor*. Program is administered within a company, by its personnel staff. It provides "pre-set" and numerical standards established nationally against which to evaluate the aptitude qualification level of applicants or present employees.

SPECIMEN PACKETS of the above publications, including the manuals, forms and scoring keys for administration of the company's program, are \$3.00 each, plus postage. Materials restricted to personnel or management staff of recognized business and industrial organizations, or professional consultants in these areas.

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Programs for Personnel Measurement
REG. U. S. PAT. OFF.

Among a supervisor's hardest jobs is calling a member of his group to task in such a way that the worker will accept the correction or disciplinary action in good spirit and be benefitted by it. Personnel people around Seattle gave a lot of thought to drawing up this guide for the handling of such interviews—a guide which we are happy to give wider circulation.

How to Correct Workers

BY EARL P. JOHNSON, Personnel Assistant Manager
Frederick & Nelson, Seattle, Washington

THIS is an outline for use in teaching supervisors the pattern to be followed in conducting a corrective interview. While circumstances vary in every instance, the outline is believed to be sufficiently general to provide leeway to meet most situations.

It must be borne in mind that most supervisors are not qualified to analyze the deep-seated psychological causes and effects in human behavior. Nevertheless they are called upon almost daily to sit down with those under their supervision and discuss performances and attitudes which need to be improved or corrected.

In the teaching process, each of the following items should be discussed and enlarged upon for purposes of emphasis and clarification.

1. *The Physical Setup for the Interview.* (a) It should be in private. (b) Equipment and material should be organized and ready.

2. *The Timing of the Interview.* (a) Conduct interview as soon as possible after incident, allowing for cooling-off period if staff member is emotionally upset. (b) Beginning of work period, if possible. (c) At time when manager can take necessary time. (d) At time when staff member can take necessary time. (e) At time when staff member is not too upset about private matters which would unnecessarily distort his receptivity. (f) Tell staff member about interview appointment as near interview time as possible. (g) Make certain that you are emotionally prepared to

Note: In his letter accompanying this article, Mr. Johnson wrote, in part: "For some time we (members of the Seattle chapter of the Pacific Northwest Personnel Management Association) have been aware of the need to develop material which could be taught to supervisors, to aid them in carrying on corrective or disciplinary interviews. We know that many times supervisors avoid talking with their staff members because they feel inadequate to handle this type of interview. Our chapter has worked out this outline which we feel is at least a start in an effort to develop a teaching pattern for supervisors. . . . Obviously, this outline would not be followed in the order set up, or in detail by every supervisor. It is strictly a teaching outline for use in bringing to the attention of supervisors some of the elements they should consider in any disciplinary interview."

handle interview. If you are angry or upset, delay interview to a more appropriate time.

3. *Preparation for the Interview.* (a) Have clearly in mind the purpose of the interview and what you wish to accomplish. (b) Have the facts well in mind. Examine from all angles. Know contractual relationships and obligations. (c) Learn as much as you can about person from record of past performance. (d) Try to understand what factors are causing staff member to act or be the way he is, internal, external or a combination of both. (e) Separate facts from opinions. (f) Determine, in so far as possible, whether improvement is possible. (g) Examine your own experiences for influences which may give you a bias. (h) Be prepared to recess interview, if necessary, for further exploration.

4. *The Interviewer's Attitude.* (a) Take for granted that staff member is sincerely interested in performing his work in a satisfactory manner. (b) Be friendly and courteous but serious. (c) Be objective so that you do not bring yourself into picture as a personality, but rather as a supervisor representing the company. Use such terms as "we" and "our". (d) Above all, be sincere in all actions and statements. (e) Your efforts are to correct staff member's performance as it relates to his work. Divorce all other factors involving personality and appearance. (f) Do not humiliate staff member. Keep his self-respect and receptive mind.

5. *The Interview Itself.* (a) Use a well-modulated tone of voice. Use conversational tone. (b) Do what you can to relieve unnecessary tensions. (c) State the problem to staff member on basis that he may not be aware it exists. (d) Be clear and specific, giving dates and pertinent facts. Pick out key factors. (e) Advise him that this is way you understand situation to be. (f) Point out that you may not have facts correct and that the impressions must be dealt with as well as facts. (g) Must take into consideration how other staff members view situation as well as staff member. (h) Point out where possible that problem is only part of the staff member's performance and commend person on all other good factors. (i) Give staff member adequate time and opportunity to present his side of situation. (j) Be a good listener at this point as well as a searcher for all factors. (k) Ask staff member for his suggestions on how situation may be improved. Can he do it alone, or does he need outside help? (l) Clarify the need to improve performance and the importance to staff member and company. (m) Firmly establish company's interest in staff member's welfare. (n) Develop and agree on plan for future with specific points and timing. (o) Record essential points of interview. (p) Terminate interview on friendly note with implied assumption that success will follow.

6. *Follow-up After Interview.* (a) Make certain to see staff member during remainder of day for friendly comment before he goes home. (b) Check on performance of staff member from time to time for improvement and need for further interview. (c) If improvement is noted, make certain staff member knows that you are aware of it by giving him encouragement and commendation.

The personnel man's dress, too, contributes to the impression he makes of friendly approachability or of aloofness. The "white shirt" attitude and atmosphere may impair friendly man-to-man relationships and make the best-intentioned manager less effective. Working and dressing more on the shop man's level—in sincerity and without sacrifice of personal integrity—is recommended by the author.

The "White Shirt" Barrier

BY JOSEPH HENRY FOEGEN, Student
School of Commerce,
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ONE of the chief purposes of the true professional in the field of personnel is to help employees realize their individual potentialities. There is a great danger, however, that the very clothes that he wears help, in a subtle but real way, to defeat that purpose. The white shirt—both as a symbol and as an article of dress—is one thing that is choking the development of personnel programs in some companies today.

It might seem that what a man wears, within reason, is his own business; that if he chooses to wear a white shirt at work, whether he's in accounting, sales, planning or what not, it is up to him alone. To a certain extent that is true. But the personnel man is situated quite differently from those in other staff departments. Here is a person who definitely is "on the side" of management, and yet is no less concerned with the affairs of the employees, both individually and collectively. The dual nature of his job, the fact that in effect he is the liaison man between groups that are often at odds with one another, and that he must gain and maintain the respect and confidence of both groups, makes the difference.

THE WHITE SHIRT A SYMBOL OF MANAGERIAL REMOTENESS

For some reason, the white shirt has become a symbol of the "aristocracy" of American industry. A trivial thing when viewed objectively, it looms out of all proper proportion in the eyes of many a worker. There is a difference between getting dressed up to go to work in the morning, and going down to the plant in overalls. The distinction may not be voiced, but it is nevertheless there. Many

people who work out in the plant may even claim that they prefer things that way, that they couldn't bear having to wear a tie all day long. For some this is undoubtedly true, but for a great many more it is only a bit of rationalizing. Even if the man doesn't like to wear a tie, he probably finds it hard to reconcile the fact that some people can wear good clothes, push a pencil, and sit in an air-conditioned office, while he must sweat in smelly clothes over a hot and dirty machine out in the plant. Since no one in the shop wears a white shirt, this becomes to him a symbol of privilege, of station, of economic rank or class. It is associated closely with management.

This is where it concerns personnel people. Too many in personnel ally themselves too closely with the managerial group and seem to forget their dual allegiance. It is much too easy to perform routine record-keeping functions within the confines of a nice neat office. Of course, when awards are to be made, when employees are given a pat on the back and a gold watch at their retirement after many years with the company, the personnel manager is on the job, calling them by their first names, and playing the "hale fellow well met." This is embarrassing to say the least. Many of these men, especially in large companies, probably had come in contact with the personnel manager only infrequently during their time with the company. And here he is, putting on a "buddy" act for the benefit of the press and the public relations department.

This is only one example of what I mean by an out-of-balance personnel allegiance. Many more can be seen every day in all but the most progressive companies. The personnel department, in the view of some critics, somehow seems to degenerate into nothing more than a record keeping function. It amounts to little more than another accounting department, dealing in human beings rather than with dollars and cents. Its people find it too easy to sit in their offices, dressed up like vice-presidents, and remain aloof from the people with whom and for whom they are supposed to be working. When they do happen to breeze through the plant now and then, their attire and bearing warn the workers at first glance, "Here comes someone who is on the boss's side; we'd better look like we're busy."

GOOD OFFICE CLOTHES MADE A DIFFERENCE IN HIS OWN CASE

This can be illustrated somewhat out of my personal experience. Before going to school, and during summer vacations while attending college, I worked in a paper mill that employed around thirteen hundred people. Being only a part-time employee, I had the opportunity to work both in the office and in the mill itself. So I came to work one day in overalls, the next in a white shirt. When wearing work clothes, I received not even a second glance, since I was obviously "one of the boys." When coming through the mill wearing a white shirt, however, things were different; you could feel it in the air. The older people, of course, knew me, and it made no great difference. Some of the younger employees, however, who had no way of

telling who I was, showed me a decided deference that was very noticeable. Since all other things remained unchanged, it could have been caused only by the difference in dress. Instead of the causal "Hi," I was greeted with a "Good morning" or some such formality. I was watched closely by men catching a quick smoke, and a feeling of coolness or tenseness was in the air.

Now if this difference was noticed by me, who had no authority whatsoever and no job of any great responsibility, how much more likely it is that the same deference is given a personnel manager who emphasizes his status on management's side by his dress and general bearing.

I cannot see how a personnel program can be effectively run under such conditions. Certainly, management is paying the bill, and is therefore entitled to loyalty from personnel. However, personnel ideally has two functions which are of equal importance; to develop the employee in such a way that he will be of greatest use to the company, and at the same time, develop his own potentiality to the maximum possible degree. If the white shirt proves a hindrance, the white shirt must go—not necessarily literally, since it is a symbol, but at least figuratively.

FRIENDLY CONTACT WITH WORKERS IS ESSENTIAL

The personnel officer and his staff must be approachable. His door must be open at all times, not only to couriers from the president's office, but to any man out in the plant. He must make this known and, since workers will be naturally shy at the outset, must take the initiative in inviting them individually to come in and see him. This will right away raise the cry about not possibly having time enough to do this. I believe, however, that time *must* be taken. If too much time is required, let extra help be added for the routine and clerical work, even on a high level. But friendly contact must be maintained on an individual basis with the workers at all costs. Someone with authority, not just an interviewer or clerk, must be available at all times to talk with and listen to the individual workers. Talk is an important release mechanism, and just being able to sit down and get his troubles off his chest will work wonders for the employee's morale.

Of course, the proper atmosphere must be established too. A worker will not feel free to talk when facing a tight-lipped individual in a big office across a large and impressive desk. Get out from behind the desk. Even open your collar if necessary. Light up your pipe. Put the man at his ease. Do all you honestly can to gain his confidence and then, after listening attentively, give him your honest opinion, and follow through if possible.

Notice the emphasis on honesty. If there is any one thing upon which a successful personnel program will stand or fall it is this. It must be meticulously maintained, since one slip will destroy the confidence that has been built up over many years. Then too, remember that it is not what actually happened or was actually done that is most important, but what the worker thinks was said or was done.

Industrial Safety, Too, Is "No Accident"

By Harrison Terrell

Somebody must have been lying awake nights to think up all the safety slogans you hear over the radio and see on billboards, on the sides and tailpieces of trucks, in many advertisements and other conspicuous places. "Drive carefully—the life you save may be your own!" is one of them. One of the best, which is just as applicable to the manufacturer and the man at work as it is to the man at the wheel of a car, is "Safety Is No Accident."

It may be questioned how much good such slogans do. They slide off the tongue so easily; they're so clever, so subtle. How many people study them out to get their full meaning? How many heed the thought that freedom from accident is no accidental matter but, more frequently, the result of deliberate care, the taking of reasonable precautions, and of constant alertness? In a plant where it is virtually impossible to eliminate all physical hazards, and absolutely impossible to change all wrong attitudes which lead to accidents, the attainment of even a reasonably good safety record requires the cooperation of everybody, working at it all the time.

A book called "Industrial Safety," edited by Roland P. Blake (Prentice-Hall, New York, 1953, 474 pages, \$7.90) gives the subject a-to-z treatment. It points out that occupational injuries each year take 16,000 lives, disable 85,000 workers permanently, injure 1,850,000, cost 45,000,000 man-days, and at least 2½ billion dollars.

Editor Blake is senior safety engineer, Division of Labor Standards, U. S. Department of Labor. He himself wrote five of the thirty-two chapters; five other authorities in the field did the rest. Among the five co-authors are two personnel men—T. O. Armstrong, industrial relations manager of Westinghouse Electric, and C. B. Boulet, director of personnel, Wisconsin Public Service Corp. A third contributor is an industrial safety engineer, M. A. Gimbel of the Lennig plant of Rohm & Haas.

SAFETY PROGRAMS PAY OFF

Mr. Blake points out that large companies on the average have much better safety records than small ones. "Plants employing less than 25 workers each," he says, "total 70 per cent of all manufacturing plants. Yet they employ only 9 per cent of all manufacturing workers, and they have 17 per cent of all disabling injuries." Plants employing 1,000 or more workers constitute only one per cent of all plants, employ 33 per cent of all manufacturing workers, and yet have only 21 per cent of all disabling injuries. To our mind, this points to the value of organized safety measures under the direction of experts. It seems obvious that large companies can afford their full-scale safety programs, while the smaller companies, whose need is as great proportionately, don't feel they can

afford, and generally don't have, people with special responsibility for plant safety.

If company heads understood what a high accident rate costs them, directly and indirectly, more of them would feel that they *can* very well afford to take systematic safety measures. One aim of this book is to spell out the dollars-and-cents cost of accidents to business, and to show that on that basis alone considerable attention to the reduction of accident hazards would be well worth while.

Chapter 9 outlines "The Elements of an Effective Safety Program." Other chapters discuss causes of accidents, accident investigation, plant housekeeping, guarding of machines, safety education and training, methods of promoting safe practices, and other elements contributing to industrial safety.

Some readers may be surprised at the author's statement on page 51 that few, if any, industrial accidents can properly be attributed to carelessness. Despite the common statement that "eighty per cent of all accidents are due to carelessness," he says, "*carelessness is not a cause of accidents*. Instead it is an alibi for industrial executives, foremen and others. . . ." But a few pages further along we find case descriptions of two accidents, in both of which the cause was cited as wrong or improper *attitude*. It might seem that harboring a wrong attitude toward safe practices at work is quite closely related to carelessness.

Though this book is probably intended primarily as a text for students, it should prove valuable to any business man who is seriously determined to promote safe practices and reduce the accident rate of his plant.

STORY TOLD MORE ENGAGINGLY

A book that treats the same subject quite differently is *Production With Safety* by

A. L. Dickie, a 242-page book published by McGraw-Hill in 1947. Mr. Dickie is or was a Supervising Safety Engineer with the Travelers Insurance Co. and a member of the American Society of Safety Engineers. The safety story is presented with imagination, quite readably; yet it may be fully as helpful to the company safety executive as the statistic-filled Blake text.

Mr. Dickie pictures a young safety engineer applying for a job in a factory that needs his services. He tells what arguments the young fellow used to get the job, how he went about organizing his work after he was hired, how he handled safety meetings of foremen, what report forms he found desirable, and how he got his foremen's enthusiastic cooperation at every step. Specimen inspection reports suggest many unsafe practices to be looked for in plants of all kinds.

The reader feels that by following the outlined procedure he too could get himself a safety job and carry it through successfully.

A THIRD GOOD SAFETY BOOK

Mr. Blake notes that relatively few books on industrial safety are available. Most of those that he mentions in his bibliography were published at least ten years ago. One that's more recent is Frederick G. Lippert's *Accident Prevention Administration*, a book of 159 pages brought out by McGraw-Hill in 1947. Mr. Lippert is, or was, Manager of Personnel Administration with Raytheon Manufacturing Company at Waltham, Mass.

Among the most interesting and valuable features of this book is a "Five-Hour Course for Supervision" which is presented as an appendix. This tells in detail just how to organize and conduct a course for supervisors, who are the key people in every safety program.

Other Recent Books

SOCIAL RESPONSIBILITIES OF THE BUSINESSMAN. By Howard R. Bowen. Harper & Brothers, New York, 1953. Pp. XII,276. \$3.50.

"Change is a dominant characteristic of our national life, and perhaps nowhere so much so as in its economic aspects . . . the tempo of its pace is truly revolutionary. . . . This accelerated change, for all thoughtful people, demands an understanding of the effects of this revolution upon ethics and human values . . . in order to preserve and extend freedom and justice, concern for the dignity of the individual, and respect for the rights of minorities, sensitivity to the public welfare, and free discussion and peaceful persuasion. . . . What is needed is a better understanding both of economic facts and also of those ethical values which have special significance in the meaning and direction which they give to economic activity."

These words taken from Charles P. Taft's foreword to this book, pretty well sum up its purpose and flavor. The book was done by a study group authorized by the Federal Council of the Churches—now the National Council. Mr. Taft is chairman of the responsible Council committee. Mr. Bowen, the author, is professor of economics at Williams College. A short chapter in the back of the book, by F. Ernest Johnson of the National Council, is a "commentary on the ethical implications of the study."

The book, though it makes a few constructive suggestions, gives no "right answers." It does not preach at businessmen. Throughout, it raises questions and tells in what manner many of them have been answered in the public statements and actual practices of businessmen.

One suggestion, which the author says has not previously been made as far as he knows, is that businessmen have a "social audit" made of their businesses every five years. The audits would be made by teams

of persons "with the social point of view, conversant with business practices and problems, technically trained in fields such as law, economics, sociology, psychology, personnel, government, engineering, philosophy and theology." Audit reports would be made only to managements, to show them where they stand in relation to their social obligations and to indicate what needs more attention.

Among questions asked: what constitutes good citizenship for a business enterprise; how does a moral enterprise behave; what kinds of business decisions promote the ends of modern society, and what kinds detract; to what extent do the interests of business in the long run merge with the interests of society?

The personnel director is certainly as concerned as anyone with the social responsibilities of business. Reading this well-done book may help him on many an occasion to "sell" his human-relations and community-relations ideas.

UNION DECISION-MAKING IN COLLECTIVE BARGAINING. By Arnold R. Weber. Institute of Labor and Industrial Relations, University of Illinois. Urbana, 1951. 176 pages, 8¼ x 10¾", mimeographed, paper covered, \$1.

This is a detailed account of how, in a single instance, agreement was reached between a company's management and union members represented by their bargaining committee, resulting in the signing of a new contract providing for higher wages and fringe benefits. It is the step-by-step, meeting-by-meeting narrative of a student who was present at most of the meetings and saw what was going on all the way. As such, it is a "human document" as well as a management-labor business story and is calculated to give greater understanding of union leaders' methods and thinking. Neither company nor union is identified. "The manuscript

was originally prepared in the form of an M.A. thesis, but has been substantially revised and compressed."

LEGISLATION BY COLLECTIVE BARGAINING. By Gilbert Y. Steiner. Institute of Labor and Industrial Relations, University of Illinois, Urbana, 1951. 61 pages, cloth-bound, \$1.50; papercovered, \$1.

This is a study of the "agreed bill" method of legislation in Illinois, as related to unemployment compensation. It is shown that the "agreed bill" is one that

has been worked out by a kind of bargaining of opposed parties, such as employers and labor leaders, for presentation to the state legislature. Such bills, carefully drawn up to make them as palatable as possible to all interested factions, generally are enacted promptly without debate of the law-makers. The book would be of general interest to anyone who wishes to be well informed, of special interest to labor relations and management people in Illinois, but probably of little value to most personnel directors.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

RATINGS OF CANDIDATES FOR PROMOTION BY CO-WORKERS AND SUPERVISORS. By Doris Springer, North American Aviation, Inc., Los Angeles. *The Journal of Applied Psychology*, Vol. 37, No. 5, October, 1953, 347-351.

A group of 100 men who were candidates for promotion to leadman jobs in the manufacturing division of an aircraft company were rated by their supervisors and by their co-workers. The ratings covered the items of job knowledge, job performance, cooperation and general fitness for promotion.

Comparisons were made between ratings given each man by: (1) a supervisor and a co-worker; (2) two supervisors; and (3) two co-workers. The following are some of the conclusions which were drawn from the coefficients of correlation which were calculated: "There is a low, positive degree of relationship between the ratings given by supervisory personnel and co-workers. There is a slightly higher degree of agreement between the ratings of pairs of co-workers than between the ratings of

members of supervision and co-workers. There is a much higher degree of agreement among the ratings given by members of supervision than among ratings given by co-workers. . . . Supervisory personnel tend to rate the men lower than do co-workers."

TURNOVER FACTORS AS ASSESSED BY THE EXIT INTERVIEW. By Frank J. Smith and Willard A. Kerr. Illinois Institute of Technology. *The Journal of Applied Psychology*, Vol. 37, No. 5, October 1953, 352-355.

The exit interview takes advantage of the fact that the employee is often in the mood to speak frankly and express his grievances without fear of the consequences. It therefore provides a unique opportunity to study problems related to job satisfaction and turnover rate.

A letter was sent to 200 nationally representative companies asking for information about exit interviews. Replies were received from 67 companies. Of these, 19 companies indicated that they did no exit interviewing. The 48 companies which completed the reports had a total annual

exit interview case load of 5075. The five reasons for leaving which were given most frequently were pay, transportation, promotion, working conditions, and poor health. Pay grievances were mentioned twice as frequently as any other topic of complaint.

The relatively heavy emphasis upon pay and working conditions agrees with the heavy emphasis assigned by regular employees themselves in other job satisfaction surveys. Apparently there is much in common among the frustrations expressed by employees who are quitting and by employees still on the job.

APPLIED PSYCHOLOGY IN ACTION. The Non-Directive Approach in Advertising Appeals. By Howard D. Hadley, Daniel Starch and Staff, Mamaroneck, N. Y. *The Journal of Applied Psychology*, Vol. 37, No. 6, 1953, 496-498.

Non-directive therapy can be compared with the inferred appeal in advertising. In non-directive therapy, the counselor does not prescribe treatment or even directly define the cure. Instead he attempts to set up an atmosphere in which the person may talk or act without danger of being criticized. It is an atmosphere of complete acceptance.

The advertiser can create a friendly, understanding atmosphere which shows the benefits of his product without direct intention to sell. The inferred technique utilizes association of the product with very acceptable things, persons, or events. The acceptability of the "thing" is transferred to the product.

There are two distinct philosophies of advertising. One of them is to "tell them" and the other is to "have them tell themselves." From evidence in psychotherapy, and from evidence of sales of competing products using different types of advertising, the latter (inferred) method is more effective. Both methods appear to be successful because the person arrives at

judgments by himself without being directly told. The successful use of non-directive methods is very dependent upon the personality of the practitioner.

A SCALE FOR MEASURING WORK ATTITUDE FOR THE MMPI. By Mary Tydlaska, Columbia-Southern Chemical Corporation, Lake Charles, Louisiana, and Robert Mengel, Lake Charles, Louisiana Air Force Base. *The Journal of Applied Psychology*, Vol. 37, No. 6, 1953, 474-477.

The Minnesota Multiphasic Personality Inventory has been found to be very useful in clinics and hospitals, but so far it has not been used extensively in pre-employment testing. The test is designed to measure different aspects of personality by scoring combinations of items. The authors hoped to find a combination of items which could be used as a scale for measuring work attitudes.

Three or more judges working in the area of personnel selection and testing chose 58 MMPI items as representing insight into an applicant's inner motivation and work attitude. Of these, 37 items were found to distinguish at the 1 per cent level of confidence between a group of 60 male white "poor work attitude" air force personnel and a group of 50 "satisfactory work attitude" industrial employees. The groups were matched in terms of education, sex, intelligence, age, occupation, and marital status. The typical subject was about 27 years old, of average intelligence, had completed the eleventh grade in school, and was more likely to be married than single.

Using these 37 items as a scale with unit weights, and using 13 as a critical score, it was possible to identify correctly about 85 per cent of "poor work attitude" cases and 88 per cent of "satisfactory work attitude" employees. The authors feel that this result is very encouraging and intend to continue their validation studies with other groups.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

ONTARIO SOCIETY OF TRAINING DIRECTORS in December heard Russell Manuel, vice president of Stevenson and Kellog, Ltd., management engineers, talk on how the management consultant fits into your training program. The November meeting was devoted to a discussion of the selection and training of salespeople. M. G. McLeod, general sales manager of Shirriff's Ltd., was the speaker. He believes that good selection is particularly important today because the demand for labor is so great that a worker can command a dollar for fifty cents worth of work. The Progress Appraisal Chart is used at Shirriff's for the training of salesmen. It facilitates a systematic, realistic and objective training check on salesmen's performance and provides a springboard for effective action.

The Society conducts a series of training-in-action workshops. In December a visit was made to the Hydro-Electric Power Commission of Ontario. Manpower planning and development, supervisory training, engineer training and correspondence courses were described and a buzz session followed. Miss F. M. Kidd is secretary of the group. She may be addressed at Radio Valve Co. of Canada Ltd., 189 Dufferin St., Toronto, Ontario.

NORTHERN CALIFORNIA TRAINING DIRECTORS ASSOCIATION will present their first all-day film festival and conference at the Hotel Mark Hopkins in San Francisco on March 10. Four projection rooms will be continuously in use from noon till dinner time. Sales training and promotion films will be one feature. Other major subjects will be employee education, including indoctrination and economic education; supervisory development, including

safety, driver, health and job improvement; and methods of developing so called home-made pictures. There will be a speaker at the dinner session in addition to a visual presentation of the latest in 3D for training use. A committee of members representing broad professional and technical interests will manage the program. Roland H. Fulle, widely known distributor of films and equipment, will be general chairman, assisted by Donald B. Greenwood of U. S. Steel, Walter J. Tait of Standard Oil Company of California, E. G. Mildebrandt of McGraw-Hill Book Company, and Ellis H. Woolley of Naval Supply Center, Oakland.

Paul E. Shadd, assistant general manager and chief electrical engineer of the Sacramento Municipal Utility District, spoke on the long-term program at the December meeting of the Northern California Training Directors' Association. The supervisory training program he described was begun in January 1951 and consists of four parts operating simultaneously. Employees are *all* included in the training program. It is experimental and includes scientific research and evaluation at each step. It utilizes the findings of the latest research in group dynamics. The supervisor is trained to act as a democratic group-leader at the same time that he is taught individual differences and how to handle individuals. Research shows a very high correlation between democratic group-participation (result of democratic leadership) and morale.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES reports the recent organization of a new district within the group. District 7 will serve the

Wilmington-Long Beach-San Pedro area. The Association offers an unusual community service in the form of a high-school vocational training program. The first "Vocational Opportunities" meeting on the fall schedule was held at the Franklin high-school on November 2. W. Hartley Thaw, TWA; Fred Comstock, California Motor Truck Association; and H. B. Atwood, Southern Pacific, formed a panel to describe opportunities in transportation industries. The program was tried out last year on an experimental basis and proved helpful in providing vocational guidance for high-school students. The goal of the program is to provide a continuing source of up-to-date information regarding job opportunities in the greater Los Angeles area. Other meetings during the year will cover banking, insurance, mercantile, motion picture, radio, television, petroleum and chemical industries.

SEATTLE CHAPTER, PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION, met with National Office Management Association people in November. The group heard Earle Douglas MacPhee speak on "Qualifying for Top Management." The December program of the Chapter consisted of the annual Christmas party, a dinner dance. At the October meeting Iain Gray, program chairman for the evening, asked that table discussions be held on employee attitudes during the dinner hour. Each table reported on the discussions. A variety of responses indicated some had taken individual case histories, some group histories, and some had talked about how supervision and management could deal with employee attitudes. A film, "It's Up to You" was shown to illustrate the effect of a supervisor's attitude on his employees. Barney Toner of the Federal Mediation and Conciliation Service spoke on ways to improve employee attitudes through communications. He defined attitude as "a readiness

to act" and indicated that an employee's attitude was won or lost through communications. Tom Purton of General Electric Company followed with a talk on the general importance and power of attitudes, using colorful illustrations.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO was cheered to hear about good days ahead at the December meeting. The speaker was Dr. F. B. Judson, pastor of the Trinity Church, Santa Monica, California. A report on employment in San Diego county states that a decrease continues through the third straight month. "Continuing the trend begun in September," says Odessa Dubinsky, "total employment in San Diego County dropped for the third consecutive month, reaching a level of 228,000 in mid-November. Decreases occurred in fishing, construction, manufacturing, service, and government establishments, with gains in retail trade and agriculture the only saving factors." This kind of report makes an interesting feature in the monthly bulletin of the association.

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE listened to Herbert Brown of Bowdoin College on "Who Is This American?" at the December meeting. Before dinner the members were invited to hear a tape recording of a typical arbitration board hearing. It was prepared and presented by the Boston section of Labor Relations Law of the American Bar Association. A leaflet describing resources for the older citizen in metropolitan Boston was inclosed with the club notices. The material was prepared by the committee on the aging of the United Community Services (14 Somerset, Boston 8) and would be helpful to any personnel people needing to advise older people. The list of services is most reassuring and ranges from social and recreational facilities,

through financial assistance to medical care. Employment agencies giving special attention to older workers are also listed.

NEWSPAPERS PERSONNEL RELATIONS ASSOCIATION challenges members with an absorbing article, "Losing No Money on Alcoholics or Mixed-Up Employees? Here's a Different View," by Earl Holbrook, in the November NPRA News. The article describes some of the work being done at Hughes Aircraft, Culver City. The company has had a program offering emotional first aid to alcoholic and mixed-up people during the past three years. The company considers that it has invested \$1,200 in every employee before he is making the firm a dime. Although there is no accurate way of measuring the savings effected by the program, Don Saurenman, personnel director, puts the figure as high as \$250,000.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO was also concerned about alcoholism at the December meeting. Could it be the Christmas Season with its traditional wassail bowls and eggnogs that inspired these grim reports? The Chicago association presented its members with an impressive formula—the molecular formula of alcohol—responsible for 20 million man-days lost in Chicago each year. Edward L. Morris, executive director of Portal House, talked on "Alcoholism in Industry—Fact or Fable." He showed a film followed by suggestions for constructively meeting the problem of the alcoholic. He wound up by administering a three-minute test developed by Johns Hopkins Medical School to determine whether or not a person is an alcoholic or a potential alcoholic. Mr. Morris joined members of the group for cocktails before dinner. Was this, we wonder, before or after taking the test?

Attending the Conferences and Courses

IT TAKES EXPERIENCE TO RECOGNIZE AND SOLVE MANAGEMENT PROBLEMS. This was the theme of the Society for the Advancement of Management conference held October 29-30 in New York. Because changing conditions—in politics, economics, and technology—affect individual companies as well as the industrial world as a whole, SAM assembled business and industrial leaders with extensive experience in developing new solutions to management problems, to help conference members. Practical ideas were exchanged in double-session group conferences, and in individual conferences in the new SAM Problem Parlor. Specialists were available for individual consultation. J. Wilson Newman, president, Dun and Bradstreet, Inc., New York, spoke at the luncheon session on the need for the three-dimensional executive. "Today's Dangers of Management Specialization" was the topic chosen by Philip

B. Hofmann, vice chairman of the board, Johnson and Johnson, New Brunswick, New Jersey, who spoke at the dinner meeting.

COMPANY MANAGEMENT CAN BE AS OFF-CENTER AS THE LEANING TOWER OF PISA. The fault lies entirely in the foundation. Support from the bottom is vital. To help management develop such support the American Management Association held a special conference on Supervision November 30-December 1 in Chicago. Speakers representing twelve industrial, educational and research organizations reviewed and compared notes on current practice and thinking in the development of supervisory personnel. Wilbur M. McFeely, vice president and director of industrial relations, Riegel Textile Corporation, spoke on "Is the Supervisor on Management's Team?" D. L. Bibby, vice president in charge of

manufacturing, International Business Machines Corporation, told how his company built in job satisfaction. Joseph M. Bertotti, manager, personnel practices, General Electric Company, explained how to weed out misfits in advance, while George U. Callens, assistant personnel coordinator, accounting departments, Detroit Edison Company, talked on how to size up a man's performance. Excerpts of each address have been printed and put together in a folder and are available from the American Management Association, 330 West 42nd St., New York 36, N. Y.

A NEW FRONTIER FOR OFFICE MANAGEMENT was the general title for the National Office Management Association's 34th International Conference held May 24-27 in Boston. The proceedings have been published in a 127-page magazine, which carries pictures of participants and conference sessions, transcripts of the speeches, and a considerable amount of advertising. Among the speakers were Harold F. Smiddy, vice president, General Electric Company, New York City, who talked about dynamic leadership for better management. He felt that today the office manager's thinking must be in tune with changing, yet basically unchanging, conditions. Douglas McGregor president of Antioch College, told the conference that formal executive development plans are useless when executives' daily behavior contradicts the training. He suggested talking less about executive development and more about manpower development. The goal of management, he said, is the effective utilization of all the human resources of the organization. The proceedings are available from the National Office Management Association, 132 W. Chelton Ave., Philadelphia 44, Pa. The price for non-members is \$3.

HOW TO CURB COMMUNIST INFLUENCE IN INDUSTRIAL RELATIONS was one of the considerations of the sixth annual meeting

of the Industrial Relations Research Association held in Washington at the end of December. Other topics included the behavior of wages, substantive principles in arbitration, social security, the federal government as an employer, the labor movement in underdeveloped countries, and the place of mediation in industrial relations.

BUSINESS AID TO EDUCATION was explored at a meeting of four hundred college and business heads, December 1, in New York. The meeting was sponsored by the Presidents' Council of the American Institute of Management, a non-profit foundation devoted to the study and improvement of corporate policies and practices. Ward Melville, president of the Melville Shoe Corporation of New York, declared that private industry has a vital stake in the preservation and healthy functioning of privately endowed colleges and universities. "If it should happen," he said, "that privately endowed colleges are able to survive only with the aid of government subsidies, then the thinking of the future leaders of business and government may be influenced to some degree toward reliance upon the State in all things." Other speakers included Hiram S. Gans, attorney, New York; Raymond Villers, New York consultant, and Lewis Webster Jones, president of Rutgers University.

YOU NEVER OUTLIVE YOUR NEED FOR EDUCATION, according to the University of Washington, Seattle. So the university presents career classes for adults. Evening courses are open to all adults and are taught by university faculty experts. Upon request, many firms in the Seattle area pay all or part of the tuition costs upon completion of courses in which their employees enroll. Management courses offered cover administrative practices, corporation finance, human relations in business and industry, personnel management, and supervisory development.

CAN EXECUTIVES BE DEVELOPED AND, IF SO, HOW, was the question raised at the meeting of the section on industrial science of the American Association for the Advancement of Science, December 29 in Boston. The New England Council and Fortune magazine co-sponsored the program. Myles L. Mace, associate professor, Graduate School of Business Administration, Harvard, moderated a panel discussion on the ideas developed within the scientific disciplines which may be useful in identifying and bringing along executives. Participants were Dr. Burleigh B. Gardner, executive director of Social Research Inc., Professor William Foote Whyte, of the New York State School of Industrial and Labor Relations, Cornell; and Dr. Morris Viteles, director, Personnel Research and Training, Philadelphia Electric Company. Laurence F. Whittemore, president of the New England Council, spoke at the luncheon. A round table discussion in the

afternoon dealt with several potent questions. Does management really need any formalized system of executive development? Does a formal training program repel the brilliant man? Is it correct to make "getting along with people" one of the principal aims of executive development? Or do we need more human relations teaching? How objective, really, are "objective" evaluation programs? What *is* an executive? Participating in the discussion were George Bennett, president, Psychological Corporation, F. F. Bradshaw, president, Richardson, Bellows, Henry and Co., Inc.; William R. Bramstedt, president, California-Texas Oil Co., Ltd.; R. S. Dunham, personnel director, Ford Motor Company; Charles Foreman, training director, United Parcel Service; John B. Fox, assistant dean, Graduate School of Business Administration, Harvard; Merle C. Hale, General Motors Corporation; and Perry Rohrer, president, Rohrer, Hibler and Replogle.

What's New in Publications

ADDRESSES ON INDUSTRIAL RELATIONS have been published by the bureau of industrial relations of the University of Michigan. The addresses were originally presented before conferences of business executives in four Michigan industrial centers. The addresses deal with the following topics, selected by the conference members: employee interest in company success; executive development; maintaining the productivity and morale of white-collar employees; appraisal of employee performance; collective bargaining problems; utilization of older workers. The book is available from the University of Michigan Press, 311 Maynard St., Ann Arbor, Michigan, for \$2.50.

WE NEVER HAD IT SO GOOD, is the claim of a new Good Reading Rack publication, *The Good NEW Days*. Sam Shulsky, assistant financial editor of the New York

Journal American wrote the pamphlet. He based his conclusions on a study of the Consumer Price Index for the past 35 years. According to the "release" about the pamphlet, it is written in simple, non-statistical English, consists of 12 pages, is pocket size, printed in 2 colors, and illustrated. Photographs illustrate the modern way of life, drawings depict the bad old days. Copies are available at 15¢ each from the Good Reading Rack Service, 76 Ninth Avenue, New York 11, N. Y.

SALARIES HAVE GONE UP 4.5% DURING THE PAST YEAR, according to the 10th annual survey of clerical salary rates and personnel practices of the Commerce and Industry Association of New York, Inc. The survey covered six key job classifications in New York City—messenger, junior clerk, senior typist, senior stenographer, secretary-stenographer, and secretary. The

1953 Association survey was compiled with the cooperation of 483 participating New York City firms having a total of 251,917 employees. Further information may be obtained from the Commerce and Industry Association of New York, Inc., 99 Church St., New York 7, N. Y.

NEGOTIATIONS BETWEEN LABOR AND MANAGEMENT REFLECT ECONOMIC UNCERTAINTY, according to a special report published recently by the National Foremen's Institute. Management, facing the threat of recession, is striving for increased production, improved job standards, higher quality and less waste in return for concessions. The uncertain times make the unions eager to get clauses into contracts which will guarantee labor the maximum amount of security. Greater attention is being given to "no-strike" clauses, the Institute reports, because experience shows that unions may be willing to exchange such pledges in return for "security" demands. The bulletin describes four steps which should be taken in setting up such a clause: 1) define the word "strike" to cover slow-down, refusal to work, boycott, picketing, concerted quitting of jobs; 2) spell out management's right to discharge or discipline employees who violate the no-strike clause; 3) restrict exceptions to union responsibility for a strike to those situations where unauthorized action is outside the union's control. In return for such exception, management might obtain authorization to discipline the irresponsible workers; 4) management should try to have the no-strike pledge continue in effect while negotiations are going on, even though the contract itself might have expired.

A KIT DESIGNED TO HELP SUPERVISORS with their in-service training has been prepared by the State of California Department of Employment. In developing a plan to meet a training need, with this

kit a supervisor can find which method or device is best suited to his need of the moment. The folder has 12 folds, each 4¼" wide. Each fold has two removable booklets, one describing a training method and the other a training device. Each booklet describes a training method or device under the headings: when to use; how to use; advantages; disadvantages; possibilities; pitfalls; and references. Booklets on methods are titled: lecture; directed discussion; conference; panel forum and symposium forum; oral report; on-the-job-training; field trip; self-training; role playing; understudy; case study and problem solving; objective tests. The devices are: films; charts; blackboard; flash cards, diagrams, maps; books, magazines, newspapers; models, cutaways, specimens, equipment; cartoons, pictures, posters; printed training aids; recordings; manuals; slides, stripfilm; visualcast, opaque projector. The kit can be obtained for \$2.50 per copy from the Printing Division, Documents Section, 111th and O Sts., Sacramento, California.

AN ORGANIZATION MANUAL has been sent to its members by the Philadelphia Chapter of the Society for Advancement of Management. The manual is in the form of clearly mimeographed sheets, stapled into a folder. Each office is listed together with the duties of the officer. Committee chairmen have their work cut out for them with specific statements about their responsibilities. Such a manual, although it might be classified in the wishful-thinking file, will be a helpful standard against which conscientious members can check the performance of their duties.

MAINTAINING PROSPERITY is the title of a new pamphlet put out by the CIO Committee on Economic Policy. It deals with the adjustments which must be made in our economy if we are to maintain economic progress and full employment in the years ahead. Emphasis is on the economic effects

of the decline in defense expenditures, wage and price adjustments to expand consumption, the impact of increased productivity upon employment and investment, as well as the role of government in an expanding economy. Emil Rieve is chairman of the committee, which is located at 718 Jackson Place, N.W., Washington 6, D. C.

EMPLOYERS WHO BOAST THAT THEIR DOORS ARE ALWAYS OPEN, even though no one has the nerve to walk in, are due for a little soul-searching. The suggestion is made by William E. McCauley in "Some Reflections on Promotion from Without"

which appears in the November issue of *Personnel Administration*. McCauley pulls no punches in damning the company head who fails to give his officers the responsibility he should, and who fails to encourage or even allow his own men to grow. Such an employer, instead of using the brains readily available within his own organization, often goes to great expense to hire an outside agent to tell him what's wrong, and to hire new executives to come in at high salaries to do the job his own men could do just as well. The article makes a very forceful case for promotion from within, based on a continuing program of executive development.

Looking Over the Employee Magazines

ROBERT D. BRETH in his *Quotes Ending* for October brings up a point of interest to everyone responsible for employee magazines. He questions the accuracy of the customary statement on the masthead, "published by and for the employees of . . ." Nearly all employee magazines are published not by the employees but by the employers. The phrase "for the employees" implies an unwelcome paternalism. Breth suggests the use of more honest statements, and gives several examples. *The Sohio News*, for instance, states: "The Sohio News is published monthly to circulate news of company events and personnel activities of The Standard Oil Company of Ohio and its subsidiaries." He goes on to analyze statistics on the subject that he has collected. Out of curiosity, let's see what the magazines that came across the editor's desk this month say about their purpose.

STANDARD OIL COMPANY OF NEW JERSEY publishes *The Lamp* four times a year "primarily for employees and stockholders." The editor evidently prefers to remain anonymous, but may be addressed by title at 30 Rockefeller Plaza, New York

20, N. Y. The September issue introduces us to a new word, "Serendipity," the title of an article about scientists who seem to have a talent for this peculiar art, since throughout history they have discovered things they were not looking for. The word was coined 199 years ago by Horace Walpole, the eighteenth century gentleman, writer and wit. Scientists today, says the article, have learned to expect the unexpected and profit from it. *The Lamp* is distinguished by several fine water color illustrations which appear in the September issue.

THE ALBERTA NITROGEN DEPARTMENT OF THE CONSOLIDATED MINING AND SMELTING COMPANY OF CANADA LTD., puts out a four-page newspaper, *The Nitrogen News*, "a paper by and for employees." The front-page story in the October issue is "Job Title: Housewife," reprinted from the *Personnel Journal*. Cartoons emphasize the humor in this clever piece. The claim "by employees" seems to be largely justified in this case, since every article except the reprint carries the by-line of one of the employee-reporters whose names also appear on the masthead. The editor's name is not

in the paper but was revealed in correspondence. It is J. O. St. Denis, who was good enough to send us a copy of the *News* so that we could see how our story looked in his sheet. It looked fine.

PACIFIC FIRE RATING BUREAU has sent us a copy of their new magazine, *The Quote*, which is published for the employees . . . and is edited by the personnel department of the San Francisco office. The editor-in-chief is Helen Kessel. The 12-page magazine is printed in good, clear off-set, and illustrated with photographs. Most of the magazine is devoted to news items about employees in the various offices located in other cities. One amusing article in the fall issue describes the funny things that have happened to the Utah inspectors in the course of performing their duties.

BURROUGHS CORPORATION publishes *The B Line* "for Burroughs people the world over," as a service of the public relations division. The paper carries news stories on promotions, new branches, and action stories on various services. One picture story in the November 23rd issue tells how service students solve problems with skits. The purpose of the projects is to show the right and wrong way of handling field responsibilities; inject variety in training; and give the men an opportunity to speak before groups of people.

NORTHERN NATURAL GAS COMPANY OF OMAHA, NEBRASKA, publishes *Northern Natural News* monthly. The magazine is published, according to the masthead, "by and for employees." The editor is J. J. Finnegan. Associate editors are Jack Dixon, and Vern Dalton. Perhaps because it is a company performing a public service, Northern plays up its community relationships. A picture-story in the September issue called, "They Came, They Listened, They Participated," describes Northern's part in Business-Industry-Education Day.

The company was host to twenty Omaha teachers. A panel discussion was held on the question, "How can industry and business help build better schools?" All the officers of the company were introduced to the teachers. No. 11, in a series of Northerners participating in community activities, is an article describing a community with a great future—Hugoton, Kansas. "You'll find Northerners and their families lending a hand to aid the many civic projects in Hugoton," says the article. "Some are Sunday-school teachers while others are superintendents of Sunday-schools in their churches. They are members of choirs, volunteer firemen, school teachers, superintendents of schools, members of civic clubs and are always willing to assist with raising funds for a worthwhile cause."

AMERICAN IRON AND STEEL INSTITUTE New York, publishes *Steelways* bimonthly. The editor is John W. Hill; managing editor, James E. Payne. According to an unusually complete statement, the magazine is published by American Iron and Steel Institute and distributed as a service to men and women in public and community life. Its purpose is fivefold: 1) to foster a better understanding of the steel industry; 2) to interpret the industry's practices and problems and to report its technical progress; 3) to describe the role of steel in our social and economic life; 4) to depict steel's continuous contributions to the growth and strength of the nation; 5) to add vitality and conviction to the American way of competitive enterprise. The magazine is printed on coated paper and consists of thirty-two pages. It is liberally illustrated with photographs, many of them in color, and with colored sketches.

CHARLES PFIZER AND CO., INC., Brooklyn, have decided to call their new magazine *The Pfizer Scene*, as the result of a name contest. The cover of the November-December issue introduces the prize winning

name against a background of other suggestions. The back of the magazine has a picture of the prize winner displaying her prize, a \$100 bond. *The Pfizer Scene* is published bi-monthly for all Pfizer employees by the Industrial Relations Division. Henry J. Blossy is the editor.

MILWAUKEE GAS LIGHT COMPANY publishes *Gas News*, a magazine by employees, for employees. Edith R. Thompson is supervisor of publications. The company makes an effort to celebrate retirement dates joyously, as a goal to be achieved with pride. Three pages of pictures in the October issue are adorned with the beaming faces of recently retired employees as they accept the congratulations of their co-workers. Prominent in the photographs are the more material rewards that mark the occasion: gold watches, savings bonds, guest cards for the cafeteria. Judging from the number of pictures of retiring employees and their parties no one retiring is allowed to be retiring about it, but gets the full lime-light treatment. Nice industrial relations.

SACO-LOWELL SHOPS, BIDDEFORD, MAINE, get out a newspaper called the *Saco-Lowell News*. The first page of the *News*, containing general items of community interest, is reproduced in the *Biddeford Daily Journal*. This page features a story on the hobbies of an employee and his wife, with pictures, a report on the outlook for the sale of textile machinery, and a news story about the demonstration of machine guns made at the Edwards Plant. The second page of the single-sheet paper gives news items about employees and their activities. The editor is Walter M. Whitney. There is no statement of purpose on the masthead.

THE STANDARD OIL COMPANY OF CALIFORNIA publishes the *Standard Oiler* for em-

ployees. William H. Jones is the editor of this very attractive 28-page magazine. With the November issue the publication celebrated 15 years of service. A two-page feature selects the biggest story of the year, for each year of publication. An unusual public relations idea is described in an article, "What Daddy Does." The editors of the *Standard Oiler* invited children of employees to draw "what your daddy does." The invitation appears in the magazine, and is also given in person at selected schools. The drawings are published in the magazine, together with photographs of the artists. The back cover carries a picture quiz showing various parts of Standard Oil tankers. Congratulations to the *Standard Oiler* on its fifteenth birthday.

SITUATIONS WANTED

(See other ads on page 360)

INDUSTRIAL RELATIONS: Former N.L.R.B. Trial Attorney. 8 years Personnel experience includes every phase of field, employment, training, employee programs, contract negotiation, arbitration, etc., with Southern plant of one of nations most progressive corporations. Two years teaching Industrial Relations at University level. Age 39, married, family. Reply Box 260.

INDUSTRIAL RELATIONS—LEGAL COUNSEL: Attorney, over 5 yrs. experience negotiations, arbitration, wage and salary administration, supervisory training, policy development; general corporate legal background. Presently assistant to personnel vice president multi-plant 150,000 employee Eastern firm. Desire position of increasing responsibility. Relocate. Reply Box 254.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 261.

PERSONNEL RELATIONS: Five years plant and central staff experience including employment, safety, labor relations and training with national manufacturing firm. Writing ability. Age 29, B.A. Desire responsible job at program level. Reply Box 262.

HELP WANTED

PERSONNEL MANAGER: This challenging position is now open on the staff of a large, internationally-known engineering organization, and involves general personnel administration in the New Jersey office and fabricating plant. We are looking for a mature man around 35 years of age with at least 6 years personnel experience, particularly in college recruitment in the chemical field, and in job analysis, employment and industrial relations. He must have proven executive ability and the capacity to assume increasing responsibility. We provide a liberal pension plan, executive insurance, other employee benefits, and will pay traveling and moving expenses to this area. Please write details of experience, education, salaries received, and your initial salary requirements. Complete privacy is assured. Our staff knows of this opening. Reply Box 271, Room 1201, 230 West 41st St., New York 36, N. Y.

SITUATIONS WANTED

INDUSTRIAL RELATIONS: Prefer labor relations or wage and salary administration. Over 3 years experience all phases as Personnel Manager, small plant. Age 28, married, I.R. degree. Present salary \$6,000. Resume upon request. Reply Box 263.

INDUSTRIAL RELATIONS: 11 years diversified and progressively responsible experience in wage administration, placement, recruitment, management consultation, teaching. Age 36, married. 1 child. Prefer Midwest or West coast. Box 264.

PERSONNEL ADMINISTRATION-HOSPITAL ADMINISTRATION: Over three years experience as psychologist and personnel officer in general medical hospital. Total five years experience in broad personnel program. M.A. degree in psychology. Age 34. Will relocate. Reply Box 265.

PERSONNEL ADMINISTRATOR OR ASSISTANT: Seeking challenging position with opportunity for creative thinking. Over 3 years experience in all functions personnel administration, plus 2½ years as Naval Supply Officer. MA Personnel Administration 1953. 29 years old. Married. Reply Box 266.

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialized procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available now. Resume on request. Reply Box 232.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multiplant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 235.

TRAINING COORDINATOR: 2 yrs. as training coordinator on Staff Level in Navy. Practical experience in phases of machine shop, sheet metal, electricity, welding, foundry, heat treatment and wood trades. Knowledge of management and supervisory development programs, curricula organization, on-job training, labor problems, professional and trade occupations. Trade industrial experience. BS and MA degrees in vocational and educational areas. Age 35. Married. Locate in East. Resume and recommendations on request. Box 251.

PERSONNEL: Ready to choose executive potential? Seeking connection which would utilize initiative and ability to our mutual advantage. Eventual goal is top-level executive position. To achieve goal will use education and 9 years of successful, responsible, diversified personnel experience which embraces training, employee relations, salary administration, counseling, recruitment, placement, policy, practice and procedure development. M.A. Age 33, married. Relocate 300 miles from N.Y.C. Resume. Reply Box 256.

PERSONNEL RESEARCH: 2 years experience in job analysis, 1 year vocational counseling, 3 years engineering research. Seeking challenging position in personnel psychology with emphasis on analytical and technical skills rather than administrative skills. Columbia MA. Age 30. Married. Prefer northeast. Reply Box 257.

INDUSTRIAL RELATIONS: Eight years experience as Personnel Supervisor in the Electrical Industry in Pennsylvania and Ohio. Full staff responsibility in Personnel functions. Includes Plant Dispensary and Plant Newspaper. Prior experience seven years in newspaper editorial work. Prefer eastern location. Resume on request. Reply Box 258.

PERSONNEL: 4 yrs. experience developing & supervising conservative employee and public relations for manufacturing plant employing 800. Personnel Director for past 3 years. Employed but seeking increase in opportunities. Personnel Admin. degree. Age 28, married veteran. Will relocate. Reply Box 259.

I HAVE 40 PRODUCTIVE, CREATIVE YEARS AHEAD in which to grow and contribute to your company's growth. NOW, I offer 2-1/2 years rounded personnel experience, ability, ambition and top potential. Presently employed as employment Supervisor in manufacturing plant of 2,000 employees. BA Psychology, Personnel. Age 29. Married. Reply Box 267.

(See other ads on preceding page)

PERSONNEL Journal

The Magazine of
LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 32

Number 10

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

MARCH

- 15-19 Hollywood, Fla. Hollywood Beach Hotel
National Association of Manufacturers. Institute on Industrial Relations.
Sybyl S. Patterson, Director, Employee Relations Division, NAM,
14 West 49th Street, New York 20, N. Y.
- 25 Los Angeles, Ambassador Hotel.
National Industrial Conference Board, General Session. 247 Park Avenue,
New York, N. Y.
- 30 New Haven, Conn. Yale University.
Connecticut Personnel Association. Fourth Annual Personnel Conference.
Mr. George Quandt, Asst. Mgr. Industrial Relations, Dictaphone
Corp. Bridgeport 5, Conn.

APRIL

- 6-7 Minneapolis, Minn.
University of Minnesota. 12th Annual Industrial Relations Conference.
Center for Continuation Study. University of Minnesota, Minne-
apolis 14, Minn.
- 8-9 Knoxville, Tenn. Hotel Farragut
University of Tennessee and Tennessee Industries. 17th Annual Industrial
Personnel Conference, Coordinator of Conferences, Room 101 Perkins
Hall, Univ. of Tennessee, Knoxville, Tenn.
- 20-21 Berkeley Calif. Claremont Hotel
California Personnel Management Association. 31st Pacific Coast Manage-
ment Conference. Fifth Floor, Farm Credit Bldg., 2180 Milvia St.,
Berkeley 4, Calif.
- 24-May 1 Chicago. Hotel Sherman
American Association of Industrial Nurses. Annual Meeting. Publicity
Committee, American Assn. Ind. Nurses, 205 N. LaSalle Street, Chi-
cago 1, Ill.
- 28-May 1 New York. Park Sheraton Hotel
International Association of Personnel Women. Fourth Annual Conference.
Miss Dee Aufderheide, Publicity and Public Relations Chairman,
% Anheuser-Busch, Inc. 721 Pestalozzi, St. Louis 18, Mo.

MAY

- 5-6-7 Milwaukee, Wisc. Schroeder Hotel
American Society of Training Directors. 10th Annual Conference. Mr. Frank
M. Beudert, Publicity Chairman, % A. O. Smith Corp., Milwaukee.

(See Other Conferences Itemized on Page 403)

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Editor to Reader:-

HOW ARE WE DOING? This is a familiar question which everyone asks himself from time to time, and we are no exception. I think we must be doing better than we used to—but whether that is good enough, I'm not sure.

The reason I know we are doing better than we did several years ago is because our readers write us and say so. We are very grateful for these words of appreciation; they mean more to us than I can say.

Aside from the kind words are the requests for "permission to reprint". I am moved to make this remark by two requests just received. F. T. Richards, Training Assistant in the Spruance Plant of Dupont in Richmond, Virginia, wants to reproduce about 140 copies of the article by Daniel Krakauer, "Now We Know What Our People Want", from the December issue. Major Joseph C. Newton of the U. S. Air Force, Bolling Air Force Base, writes of the enthusiasm with which their reprint of Chris Argyris' article, "Some Characteristics of Successful Executives", was received. It appeared last June. Yesterday we received a wire from the editor of *Notes and Quotes* of the Connecticut General Life Insurance Company for permission to reprint Audrey Heusser's article "Employee-Written Publication Talks Up to Management". She is publications supervisor for Olin Industries, New Haven.

Another article which aroused a great deal of comment is one by Arthur R. Laney, Jr. in December, "Should Employees Rate Their Supervisors?" Our own Eileen Ahern's article, "Discharge for Absenteeism Under Union Contracts", brought a number of inquiries and requests to reprint. An article which occasioned a most unusual number of questions and comments was the one by Klippert and Clay in the issue of last July-August, "Management Development—a

New Procedure". Management development is the great rage in the personnel field today, so it is not surprising that this excellent article attracted attention.

What I started out to say was that, however well or poorly we are doing, it must be better than it was two or three years ago because of the very much greater number of comments and reprint requests. But there is still one unanswered puzzle: why don't we reach more personnel people? It comes as a great shock very often to meet a new man in the personnel field and ask him if he reads *Personnel Journal*, to learn that he never heard of it. I had this experience a couple of weeks ago in Jacksonville, Florida, when I met for the first time Mr. James Mathews of the Florida National Bank. I promptly handed him a copy and was pleased to receive, soon after my return home, a subscription for him.

In short, in spite of the promotion we do, we are not getting a rapid increase in subscribers—a slow and steady one, yes. If any reader has for us a suggestion of ways to increase circulation, we shall be very glad to hear from him.

OPPOSITION TO COMPULSORY UNIONISM CONTINUES. Texas has a law prohibiting the union shop. The Texas 108th District Court is establishing a legal record in a case headed for the Federal Supreme Court, challenging the constitutionality of the union shop. The Santa Fe Railway has joined with a group of its employees in obtaining an injunction against some of the non-operating unions to prevent them from striking to force a union shop contract. The witnesses included employees and former employees of the Company. They all agreed on one thing: they were opposed to the *compulsory* feature of the union shop.

To have the *right* to join a union is

one thing; to be *compelled* to join is quite another. To be free to *not* work has been clearly established; to be free *to work* appears to be a right which is in some jeopardy.

Now that the Texas District Court has upheld the right to work in Texas without belonging to a union, it will be interesting to see what the Supreme Court of the United States thinks about it.

SEVERAL MORE READERS HAVE GOOD-NATUREDLY TAKEN ME TO TASK for my constant preaching against sloppy writing—and my occasional personal lapses. It may well be that “I don’t know no better”; but I certainly try hard. If in the rush of a busy life I slip now and then, I hope I will be forgiven. Be assured, however, that I claim no immunity.

“Poor English and sloppy writing” was declared to be the obstacle to the careers of two promising executives. So says a news release from New York University recently. It tells the story of how Professor Edward L. McAdam, Jr. of New York University tutors employees of “a leading corporation”. The story says “It was the company’s idea to engage an expert to correct the serious writing defects of the two young executives.” It seems that the company felt that these men wrote so badly that they could not expect that it would not interfere with their advancement. The company says, “Because these men are experts and of executive calibre the company took the unusual step of engaging a private tutor.” The tutor has been working with the business men by means of assignments, individual tutorial sessions, and a continuing appraisal of their writing. He remarked, “I impress on them that effective writing means proper organization of what you’re trying to say, directness in saying it, and clarity and simplicity in the choice of words.” He took the words right out of my mouth!

Professor McAdam examines all the

writing done by the executives in the course of their work. They send him reports, speeches, and other business writing in its early stages, before revisions by superiors. He checks their errors in organization, presentation, and grammar. He remarks critically, “Instead of making an orderly presentation, they expressed their thoughts in free association, as the ideas occurred to them. Another common fault was the neglect of their audience; talking down to or over the heads of the special group they were addressing.”

The men meet separately with their tutor for a half hour each week. This individual help was decided upon instead of group conferences because it was felt in this way they would gain more in a shorter time and would not suffer embarrassment from being criticized in front of their associates.

Professor McAdam comments that businesses are coming to realize that the technically qualified person cannot be fully effective unless he can read, write and speak well.

“WHITE-COLLAR WORKERS ARE ON THE MARCH” is the title of an article in the November issue of the American Federationist, published by the American Federation of Labor. I quote from the article:

“The Office Employees International Union is now on the march. Unionization of millions of unorganized white-collar workers is our ultimate goal. . . . The present writer, on his election as president, issued a call for a series of organizational conferences to be held in key cities. . . . The Office Employees’ organizing plan provides for three times as many organizers as were formerly employed by the international union. . . . As a result of the efforts of the international union, the office employees of the General Electric Company at Lynn, Massachusetts, have indicated overwhelmingly that they wish to be members of a union which is truly representative of of-

fice employees. . . . The employees are now represented by the C.I.O. . . .

"The office employees . . . at Lynn . . . found that they were merely the tail attempting to wag the dog. They found that the shop workers were, in effect, dictating the terms and conditions under which the office workers are employed. Office workers 'musts' are adequate sick leave provisions, promotion from within, proper classifications and rate ranges with a system of increases within the rate ranges *in accordance with length of service*, in addition to job posting, elimination of inequities and many other conditions peculiar to clerical workers. . . ."

I thought you would be interested to know what one large union says is the consensus regarding the organization of white-collar workers. Organizing drives have been made from time to time during the past twenty years, usually without much success except in industries where the manual workers of a company were already unionized. However, many of the failures resulted from the wrong tactics. I recall the rough-housing and noise which went on in Wall Street five or six years ago when there was a drive to organize the Stock Exchange employees. Many factory and dock workers were brought in to support the drive. This had the opposite effect to the one intended. But, look out—some of the coming union drives will be designed to appeal more to white-collar workers.

IT IS INTERESTING TO SEE THE DIFFERENT ATTITUDES among the different unions on the question of racial discrimination, particularly as it concerns negro workers. Generally speaking, the craft unions have not done much towards the elimination of such discrimination. Many of the "vertical" unions have, however, been very militant. A recent announcement reports the campaign of the United Packing House Workers (CIO) to eliminate the "all white" plants and departments, and adop-

tion of a ban on segregated lockers, and lunchroom and washroom facilities.

HAVE YOU ANY IDEA WHAT SOCIAL SECURITY IS GOING TO COST thirty or forty years from now? The recent increase in worker and employer contributions brings this question to the fore. Various estimates have been made and they all agree on one thing; it is going to cost an awful lot. I have seen figures recently that indicate the cost will be in the neighborhood of 3% each, for employer and employee. Some estimates are even higher. Maximum costs will not appear until the load reaches the top, which will be when the maximum number of eligible persons are retiring.

Many questions have been raised as to the economics of retirement at 65. It is going to become increasingly clear as the years go by that this is not the proper age. Robert K. Burns, executive officer of the University of Chicago Industrial Relations Center, reported on this question in the *American Journal of Sociology* for January. He concludes that there is no sound economic basis for compelling persons to retire at 65. He goes so far as to say that the postponement of retirement from age 65 to 68 or 70 would cut costs at least a third and is more realistic in the light of efficiency.

In our February issue there was a statement that it is nonsense to claim that you cannot determine when to retire people, on the basis of their ability to work regardless of their age. The writer thought this was the same thing as saying that management is not qualified to determine who can work properly, therefore they must accept anyone.

The two principal reasons why compulsory retirement at age 65 will eventually break down are these. First, too many people are going to be retired who are able and anxious to continue working—and who need the income. Second, the cost of supporting so high a proportion of

population in idleness will be prohibitive—and notice that the load will fall on those who are at work. Maybe they will object!

If you have a plan requiring retirement at age 65, I suggest that you keep in mind the probability that you will someday have to revise it. At the same time, don't forget that you cannot postpone the fixed retirement of executives from their jobs without impairing the vigor of your organization. It may be that you can make "consultants" of them, but you cannot clog the channels of promotion with any safety to your business.

OUR STATEMENT ABOUT ERNEST DE LA OSSA on the inside first cover of our January issue was somewhat "exaggerated". A reader tells us that "Del" was president of the New York Personnel Management Association several years ago, but that Ed Walsh of General Foods heads the organization now. The true story of Del is good enough without stretching it, and we are glad to set the record straight.

THEY'RE HAVING SOME PERSONNEL TROUBLE down in Mexico, across the border from Somerton, Arizona. The Mexican correspondent of the *Yuma Sun* reported it quite understandably. His newspaper account was quoted in *Business Trends in Arizona*, published by the First National Bank of Arizona, in Phoenix. Here it is:

"Big applause was tribulated to San Luis authorities because they ordered the resign as Transit policeman of Antonio Romero Fregoso, whom lately had committed many abuses with local residents and various American tourists. Critics were every day numerous, because he wasn't fired no matter against him were done plenty complaints. . . . Last abuse that was the drop that spread the water, was made against an employee of the local soft drink agency, who at gun point was forced to leave the jeep he was driving to the

Transit policeman, only because he haven't with him his driver license. It was illegally, because according with the Law, citizens only can be privated of their properties with a judge order."

WHITING WILLIAMS, WHOSE NAME HAS FREQUENTLY APPEARED IN PERSONNEL JOURNAL, received an Alumni Citation in October from Oberlin College. The award was made in recognition of outstanding achievements and services which reflect honor upon Oberlin. The citation reads, "Whiting Williams was among the first to recognize that concord in industry is the fruit of sympathy and understanding. That sympathy and understanding he himself acquired by living with the laborer, working at his tasks, and feeling his needs. This distinguished graduate of the Class of '99 has been a coal miner, a steel worker, a factory hand, a longshoreman, and a roustabout in the United States, in France, in Germany, and in Great Britain. He has also studied the industrial worker in Russia, in Italy, in Central and South America and in Canada. And by his writings, his lectures, and his counsel he has promoted the welfare of both management and labor. Oberlin honors a pioneer who has rightly been called the Dean of Personnel Men."

MAYBE THIS WILL "TICKLE YOUR RISIBILITY", as it did mine. *Sylvia*: "When I applied for the job, the personnel manager had the nerve to ask me if my punctuation was good." *Mildred*: "What did you tell him?" *Sylvia*: "I told him I'd never been late for work in my life."

Ned Hay

The issue raised by the union's negotiating committee was a phony. But the committee was standing on it, and it could make just as much trouble as though it were real. How the conciliator showed the committee the true "facts of life" and finally brought the two sides together for negotiation of real issues is told in this true-to-life narrative.

Only Real Issues Count in Contract Bargaining

By EDWARD PETERS, Conciliator
California State Conciliation Service, Los Angeles

FOR several years I had wondered about the calm self-possession of Ken Wieland. In the tightest negotiations he would slump back in his chair, his long legs sprawled under the table, and talk in a pleasant unruffled manner. No matter how great the provocation, he seldom raised his voice. Was this casual exterior an expression of the iron, poker-playing nerve of a sophisticated management consultant—a "pro" in the full sense of the word—or was it a cover for an innate shyness? Perhaps both.

It was at the tail end of an afternoon of fruitless negotiations when Wieland followed me into my small meagerly furnished room at the Conciliation Service headquarters. We were joined by the two other members of the management committee, who had lingered behind for a brief conversation. I closed the door so that our voices would not carry along the corridor to the conference room where the union committee was awaiting the outcome of our discussion.

Wieland's client, an elderly gentleman weighted down by the burden of the decision he might soon have to make, perched himself uneasily on the edge of his chair. The production manager, a stocky shop-man with a leathery skin, tilted his chair against the wall. He was obviously glad that he was not expected to volunteer any opinions on the matter at hand. Both of them were undoubtedly as startled as I, at how close Wieland was to blowing his top.

"This is ridiculous, Pete," Wieland exploded, "utterly ridiculous! Do you realize how close it is to their strike-deadline? Only five days to Monday, and still they haven't budged!" He was almost shouting now. "Think of it, five weeks of negotia-

tions, a dozen meetings at least, and they're still hanging on to that one issue. Maybe I'm the dope. Maybe they know what they're doing. Maybe they want a strike. Sure, it's just beginning to dawn on me. Inexperience, my eye. A strike—that's what they want. That explains. . . ."

"No, Ken," I cut in, "I'm convinced they're not pushing for a strike. Don't out-smart yourself. Inexperience—that's all it is. A super-militant committee, and a new business agent. How long has Chick Novak been out of the shop? The election was—let's see—three months ago, if I remember right."

"How much longer do we wait for him to come to his senses?" Wieland glared at me. "Has anyone else tried to show him what a blasted fool he is?"

"Gosh, Ken, I'm only a conciliator, not his legal guardian. Right now Chick wouldn't trust his own mother. If I talk out of turn, I'm finished. I've been waiting for the right time."

Wieland fumbled in his pockets for his matches. I leaned over, lit his cigarette for him, then lit my own. By this time he had regained his composure. His words were deliberate now.

COMPANY NEGOTIATORS ABOUT READY TO MAKE "FINAL" OFFER

"We are just about ready to give them our first and final offer, and call it a day. Then tomorrow we'll post the offer on all the bulletin boards in the plant. We'll stand on that offer—and that will be that."

"But that will only . . .," I started to say, and then stopped at the unyielding expressions on the faces of the three men. I stood up and looked at my watch. "Look," I said, "the coffee shop on the twelfth floor won't close for another half hour. Make yourselves comfortable while I take another whack at this thing."

I escorted them to the elevator at the end of the corridor. Wieland was his old self again, as casual and pleasant as ever. "Take all the time you need," he said. "If you're not through when we get back, we'll wait in your office."

I went back to my office, closed the door, and dialed Mark Webber, the Regional Director of the union. "Chick's got himself out on a limb," I told him, "and the company's about to saw it off. Can you come over and lend a hand."

He sounded interested. "I'm not as well informed on that situation as I should be, Pete," he said. "What's happening?"

"It's a rough one, Mark,—real rough. Chick opened negotiations by including among other things a demand that Article IV, the management prerogative clause, be stricken from the contract. His argument was that the clause was unnecessary—just a statement of rights the management had anyway. Spelling them out has only one purpose: to put the union at a disadvantage in arbitration."

"Naturally," said Webber, "big discovery. So what? The clause has been in the contract eleven years. Can you see the management agreeing to take it out—without a strike, I mean? Green as he is, Chick wouldn't be crazy enough to pull a strike over that."

"No, Mark, I'm sure the furthest thing from Chick's mind was a strike on that issue. He tossed it in, hoping to trade it off for a fringe benefit."

"Well, I'll be . . ."

"Yuh, imagine trying to make a negotiable issue out of that one. Was Wieland sizzling! Wow! He not only wouldn't trade with Chick; he took the position that no offer would be made on anything until the union dropped the demand. That's the trouble with Ken. No patience with amateurs. That's all that was needed to stir up the hot shots on Chick's committee, and they've been crowding him ever since not to let go. Imagine, five weeks now—everybody filibustering, and no change in position. The union pulls the pin Monday—that's how they voted last week—and Chick still hasn't brought his committee into line."

"Any signs of a break on the company's side?"

"Yeh, if there's no change in the union's position today, Wieland will take his best shot and post the offer in the plant tomorrow."

"Yipes!" Webber exclaimed. "That means strike for sure. I don't care how good the offer will be. If Ken makes it an ultimatum, and goes around the committee by posting it, the fat will be in the fire. The union will have to top the offer—they'll just have to."

"So, you see, Mark, why I'm asking you to hop over and give the boys the facts of life." In the silence which followed, I could hear his heavy breathing over the line.

"Sorry, Pete, you picked the wrong guy. Too soon after the election. Not that I want to wash any dirty linen outside the union, but I wasn't exactly in Chick's corner then—what with him and his gang accusing me of appeasing the bosses and all that. You're the guy they might listen to. They respect you and, besides, you don't run for election, so what can you lose by sticking your neck out? I've got to go now. Let me know how you make out."

When I entered the large conference room, the union committee members were sprawled out in their chairs around the table. The air was heavy with smoke. No one had bothered to open the corridor door, and the window ventilation was hardly adequate for so many chain smokers. They looked at me with half-bored expressions. Behind this pose I could sense an electric expectancy.

This is the turning point, I thought. I turned my palms outward in a gesture of hopelessness. "Not a thing," I said. "It's like trying to move the rock of Gibraltar."

A tall, wiry young fellow called Whitey sprang to his feet. "Let's scram," he said. "We're chumps to hang around here for nothin'. We got plenty to do between now and Monday." A shop steward from the Assembly Department, whose union activity dated back to the time when he was passed over in the filling of a lead-man's job, also got up.

At first I thought: This must be planned—the committee stomps out of the negotiations, and makes it look like a spontaneous demonstration of grass-roots

militancy. But, no! Chick was staying in his chair. He sat there rubbing his iron jaw with a calloused palm. Two other men who had started to get up now looked uncertainly from Chick to Whitey. Whose lead would they take? Their choice was made in a matter of seconds. They remained seated.

Uh, huh! I thought, the super-militants have gone too far, and Chick's forcing a test of strength. He's got to bring them into line now, or lose the leadership of his committee. There was a grim look on Chick's square, ruddy face as he sat there and waited to see if anyone else was lined up with Whitey. It soon became obvious that the two men standing were all by themselves.

The flush on Whitey's face was getting deeper, "Aw, hell," he said, "let's have a caucus."

It was evident, however, that Chick had no intention of allowing them a graceful retreat. The challenge was clear in the way he ignored the suggestion. Either they took their seats in open surrender, or took the responsibility of splitting the committee by walking out. Both men sagged into their seats.

CONCILIATOR ADVISES TOSSING PHONY ISSUE OVERBOARD

For the first time since the negotiations had started, Chick was firmly in the saddle. A worried and perplexed look now crept into his face as he turned to me. He asked, "Do they really have an offer to make?"

"I'm sure of it, Chick. But not until you drop that management prerogative demand."

"Let them make an offer first, and we'll see."

"Oh no! Not on that merry-go-round again," I said "Once more round, and I'll get dizzy."

Some laughter around the room faded when Chick did not join in. "Did you make it clear that they might wait too long?" he asked. "After today, we'll be stepping things up—get the people really riled up—so they'll be ready for action Monday. An offer that would be acceptable today might not go a few days from now."

"They understand, Chick. But it's a risk they're ready to run."

He pushed his chair back and propped his feet on the edge of the conference table. "Well, you're the conciliator. Any suggestions? We'll keep an open mind."

I looked away from him and began to address my remarks directly to the committee: "Look, fellows, I'm not unmindful of the problem this committee has. You're a new leadership that came up fast, and swept the boards, in the last union election, of a leadership that was long on experience, and short on drive. At least that's how you felt. Now you've got to produce. You are on the spot. I don't blame. . . ."

A kid from Drop-Hammer Department cut in. "Aw right, so we ain't old timers," he snapped. "So we ain't been around long enough to know all the an-

swers. So we're fresh young punks, throwin' our weight around. Are ya satisfied?" He brushed the hair away from his eyes with a thin, bony forearm. "But lemme tell you this, Mister, and you can tell Wieland, too. We ain't politicians, neither—fancy labor skates with lead in our butts. Tell that to Wieland, too. He can get tough, or try softsoap. It won't make no difference. We know what we want, and they can pay it. If we don't get it the easy way, okay, we make it the hard way."

I nodded my head in sympathetic acquiescence. Then I started talking to Chick. "I wasn't casting any reflections on the ability of the committee to take care of itself. I'm just saying we can all learn from experience. After all, what's an old timer? Many times it's someone who's run to so many four-alarm fires that the novelty is gone. He gets mentally lazy—wants to go home nights. But you can learn a lot from his experience. I don't care how willing you are. There are rules to this 'game'—rules you can't ignore. Collective bargaining is a science."

"Meaning what?" asked Chick.

"Meaning you can't reduce contract negotiations to a simple business of making demands, and threatening to strike. If it were that simple, Chick, your job would be unskilled labor. But you've been through enough by now to know it's one of the most skilled sciences."

The committee was listening intently. I turned to them, and added, "You were elected because the membership wanted a militant policy—but they also want a responsible policy. Militancy without responsibility is . . . screw-ballism."

Whitey's lip curled. "I get it. We say we're sorry. That's what we do—apologize!" He began to act it out. "'Please, Mr. Wieland, we been such bad boys. Please be good to us, and make us an offer out of the goodness of your heart.' How about that, guys?"

"Now, wait a minute," I spoke before anyone else could join in. "I'm not saying there isn't a time to hit the bricks. Maybe you'll have to this time. But what a shame if you pull the pin without finding out your maximum possibilities. At least you ought to find out what their best offer is—get a good look at it. Then, if you still want to pull the pin—more power to you."

Chick dropped his legs to the floor. He leaned far forward. "All well and good, Pete, but how do we find out what they have? Not just any offer, I mean, but their best offer."

The log-jam was breaking: I felt sure of myself now. "Now you've put your finger on it, Chick, the secret of negotiations—how to find out their best offer without becoming a prisoner of your situation. Right now you're shackled to that management prerogative clause. You don't want to strike over it. Yet you won't let go of it. You're not in control, and you're going over a cliff."

"Maybe so," said Chick, "but they're going over the cliff with us."

"True enough, but somebody has to back off. The way I see it, it should be you."

"Nuts! And let them think we're weakening? I said we wanted to see their best offer, Pete, not just any offer."

I took a deep breath, and groped for words to tell them. Either they would see it now, or get the idea when it was too late. Maybe they would never see it. But Chick looked to me like he had possibilities.

"Weakness, weakness! That's all you worry about. As if your only problem with Wieland is to convince him you're ready to strike."

"Well, ain't it?" asked Whitey.

"Hell, no!" I exploded, then caught myself. I continued in a more patient tone. "Wieland knows you're not afraid to strike. That's not your problem—far from it. Your problem is to convince him you're ready to settle—on some reasonable basis, naturally. He's so sure he can't deal with this committee, he won't even try to bargain on a give-and-take basis. All because you won't let go of that management prerogative demand. It's become the symbol of all his fears." I leaned back, and grinned to ease the tension, then added: "There are rules to this 'game'. You have to learn how to play it."

"Whaddya mean by that?" the kid from Drop-Hammer asked.

"Just a wise-crack," I replied. "But seriously, you can't dream up a negotiable issue. You can't manufacture issues as you see fit—make them out of thin air—and expect to trade them off for genuine concessions. It won't work, no matter how hard you battle."

"The management does it," said Chick. "In fact, who doesn't?"

"Yes, but they must be genuine issues. Otherwise it's useless to draw a battle-line on them. Do you follow me?"

"I suppose you mean 'genuine', in how the employer takes them."

"Of course," I said. "You can ask for the moon if you want to, and argue for it as much as you like—even get tough about it. But don't draw a battle-line—stake your prestige on an issue which is not genuine—just because the other party won't offer you something to drop it."

I could tell now that I really had the ear of the committee. Chick stood up, and began to pace the floor. "What do you call a genuine issue?" he asked.

"Why that's . . . I'd say it's an issue that the other party feels, when you give it up—why, you really have given up something. Otherwise what's to prevent me from raising any issue I see fit . . ." I stopped to think of an example. In the silence which followed as they waited for me to continue, I was sure that I was on the right track. It came to me:

"I'm the union, see. You're the employer. I'm sitting down to bargain with you, and I demand—let's see—that you furnish me with a chauffeur and a car to take me to work every morning. . . . Then magnanimously, I say to you somewhere along the line—I say, 'All right, if you'll raise your wage-offer by 2¢, I'll drop that demand.' See what I mean? You can't make just anything you choose a real issue to bargain with. Your issues must be things you genuinely want."

Even Whitey had a thoughtful look on his face. I summed up, talking directly to Chick: "Your issue must be taken from life. It must be an issue that flows out of your collective bargaining relationships. The parties, whenever they sit down to negotiate with each other in any particular situation, are not completely in the dark. They have a pretty good insight into the broad range of each other's psychological expectations. A real issue is something in the range of your bargaining expectancy. As such, you might win it, or you might be able to trade it off for something else."

Chick nodded, and so did some of the others, who may not have understood all the words I used, but had grasped the meaning in its overtones.

It was dark outside when I started back to my office, where Wieland and his committee were still waiting. The building had long since emptied out. "You must have had a rough session," said Wieland.

"Not too bad," I replied. "It took some time, though. I was telling the boys how to play the game."

"Howzat?"

I took one of his cigarettes. My own brand was beginning to taste like burning sage-brush.

"The rules of the game, or why you can't play poker with Confederate money," I explained.

"Indeed?" Wieland smiled. He was too polite to say, "Come to the point."

"Yes, they're withdrawing the management prerogative demand. Recess for an hour and a half to eat. Then we resume joint negotiations. That okay with you?"

Wieland nodded; then he stretched himself and yawned. His client glowed, but Wieland was as impassive as ever. "What an actor!" I thought. "Inside he's dancing, I bet, and look at him yawn! What an actor!"

"Naturally, Ken," I said, "they expect you to make an offer after they have withdrawn the management prerogative demand."

"Of course," he replied. Then turning to his client: "Let's eat at the Redwood House across the street. I don't feel like riding."

"And Ken," I said, "I don't . . . not to pry into your strategy, or tell you how to run your business . . . but I wanted to be sure, after this talk about making one offer and posting a notice tomorrow. Just for my information. You'll have more than one offer to make, won't you?"

He looked at me for a moment. I could tell he was mulling over in his mind an answer that would satisfy me, and yet not give away too much of his strategy. "We'll make them an offer, Pete. It will be a fair and reasonable one—as we see it. We hope they'll accept it. If not—if we have to modify our position—why, we'll cross that bridge when we come to it." He paused at the door before following his client out. "Y'know," he added, "I have some familiarity with the rules of the game myself."

Selling employees on their company, and the importance of each individual's job, need not be an arduous, time-consuming task. The writer describes a program combining visual and conference methods that is completed in two sessions of two hours each. It has been successful in giving greater job satisfaction and promoting teamwork.

Developing Good Attitudes Among Our People

By ROBERT M. CROOKS, Director of Industrial Relations
United Parcel Service, New York City

MUCH has been written of the need to develop two-way communications in industry in order to improve the attitudes of our people. We know that, in industrial relations, development of morale is paramount. Clearly, when people recognize with management a mutuality of problems and a common interest in solving them, attitude toward the job is improved. Where there is a will to do the job, it will be done more effectively.

A good attitude and all it suggests in quality of product or service, and cost reduction, would seem to be the result of a combination of factors which add up favorably. These include (a) the feeling that the business, of which the job is a part, is significant—that there is a basic connection between the specific task and the end result; (b) that the job is satisfying in security, recognition, opportunity, pay, status, and the like; (c) that management is fair and supplies the qualities of leadership which men can follow; (d) that there is communication between the company and its people so that purposes are understood; (e) that doing a good job serves the worker's self-interest.

PROGRAM SHOWS IMPORTANCE OF EACH JOB IN WHOLE OPERATION

Certainly, an effective way to promote a sense of belonging and a good attitude is through daily friendly contact. This, unfortunately, cannot always be worked out. Hence, other means of exchange of points of view, such as house organs and visual programs, need to be developed. With this in mind, the writer has designed a program for our own company, directed mainly to non-supervisory personnel. It seeks to build recognition and understanding of factors within the job and the com-

pany which collectively tend to create a constructive attitude. More specifically, the program impresses upon our personnel (a) the significance of the delivery process; (b) the importance of each job and its connection with the end result; (c) the relationship of our people to our customers, our management and shareholders; (d) and the stake which all have in maintenance of quality service at reasonable cost. The program would be applicable to other businesses, with some adaptation.

The program is visual, combining flannel board and conference method. In a manner similar to that of "How Our Business System Operates" program*, the conference leader places illustrative cards on the board as the discussion develops. The program thus uses three fundamental training devices: group participation and development of the discussion; group visualization of the program constructed on the board; conference leader expression of the conclusions the group has reached.

PROGRAM REQUIRES ONLY TWO TWO-HOUR SESSIONS

The group with the leader has two meetings of approximately two hours each. The number of meetings can be tailored to meet the need. It will depend largely on the length of time available for discussion and exploration of company matters and the relationship of personnel to them. Since the program seeks to develop a complete discussion, groups are most effectively limited to about twenty. A larger group, however, can be led by a leader trained in conducting conferences. The group develops a series of seven charts.

The leader, in commencing the program with Chart I, shows that in a business there are generally four groups, (1) our people, who carry on our various job functions; (2) customers, who supply the orders or contracts; (3) management, who do the planning and coordinating; (4) owners, who assume a risk in investing their savings, and whose savings supply our buildings and equipment. The group discusses the general nature of the business: in our own case, that instead of manufacturing merchandise, we deliver it; that this function serves a worthwhile need—the increase in value of merchandise in being at the right place at the right time; that we thus contribute to the satisfactions of many people; that we do this best by attaining our objectives of quality service at reasonable cost; that the attainment of these objectives provides support for satisfied customers, who in turn make for increased volume of business.

The group sees that this increased volume helps our people by providing more

* The HOBSON program, first developed by the DuPont organization, is a visual program designed to discuss basic economics. Visually, cards with nylon bristles on the reverse side are slapped on the flannel board where they adhere. The program discusses in different charts, the interrelationship of customers, management and owners; the accomplishments of our American system; the effects of competition; the individual liberties enjoyed under our system; proposed changes; and the application of general economic principles to the company's own story.

The writer has presented the HOBSON program to supervisory and non-supervisory personnel throughout the country. The present program—"You and UPS"—is designed to meet additional needs with respect to communication. A companion program entitled "The Will to Work" has been designed for supervisory personnel. Its purpose is to discuss with supervisors the factors that tend to cause a man to want to do a good job.

secure and stable jobs, growth and expansion, and consequently more opportunities. Visually, our company shield is used, a UPS car is constructed, and a pyramid is built of the factors discussed. Each factor is seen to be a necessary step and foundation for the important benefits to follow.

The second chart relates to our people, and the group notes that we are a national organization with about 7,700 people. Thus, pride of organization is developed. The group, in development of the chart, discusses various aspects of our delivery operations. Each step in the operation is developed and is shown visually to be a separate link in the delivery process chain. This chain extends from receipt of the merchandise by the company at the store, to its actual delivery at the home or place of business of the customer. The function of each department in the business is discussed, including shop, plant maintenance, office, personnel, purchasing, engineering, and the like. The purpose is to stress the significance not only of the delivery process, but of each job in it; that any chain is as strong as its weakest link; that each job is thus dependent on the other; that behind the driver making the delivery are many other essential jobs backing him up; and that a high degree of teamwork is required in order to serve best not only our business objectives, but also the self-interests of our people themselves.

THIRD OF SEVEN CHARTS SHOWS JOB SATISFACTIONS

In the development of Chart III, the group discusses the factors people generally are seeking in their jobs: security, fair wages, satisfaction, opportunity, recognition, safety, courtesy. Each is fully discussed, and its application to the UPS job is examined. Visually, the chart presents the subject matter with a UPS driver facing the balance of the chart, on which the various job components are added to form the word "J O B." The purpose is to represent our people finding in their jobs the satisfactions they seek.

The second group necessary in any business—customers—is discussed in Chart IV. Visually, the subject is built up in notebook form. Thus: Who are our customers? Why are they important? What are the costs their money defrays? Why is customer satisfaction our objective? The group sees why it is to the interest of all of our people—as well as to our customers and the company—to render quality service at reasonable cost.

The following two charts, V and VI, also discuss our customers and our relations with them. Volume figures covering a ten year span are shown, and also the growth in the company's business as the deliveries of new stores have been acquired and new plants have been opened in additional cities. Visually, the picture is presented with different-colored and different-sized circles showing volume and percentage changes.

The group discusses what we can do to maintain and strengthen our operation. Good job performance and effective management, with their many facets, are recognized as essential to quality service at reasonable cost.

The concluding Chart VII relates to the third and fourth groups essential in the company picture, namely management-owners. Management is shown to be divided into three groups. First, operating management—our managers and supervisors. Their responsibility is shown to be that of selecting and training qualified personnel; of bringing together men and equipment to the end that good service and a reasonable-cost job be done.

Staff management is represented as specialists who offer advice and guidance to operating people. These functions include store relations, insurance, real estate, accounting, research, personnel, purchasing, and engineering. The nature of their duties is discussed.

Coordinating the work of these groups is the third management division—general or executive management. Executive management, it is recognized, sets and executes policies with respect to the nature and extent of our services, our relations with our people, our customers, and our shareholders. Included, of course, are the President, Vice-Presidents, Secretary and Treasurer. Actually, the group sees that each of these management divisions is correlated with the others in order to make a single management team.

FINAL CHART SHOWS WHERE INCOME DOLLARS GO

The distribution of the income dollar is shown, and the group sees that in our service industry the great bulk of our payments goes to our people, namely about 68%. Hence, it is emphasized that there is a particular need for a fair day's work for a fair day's pay.

Considering specifically the owners of our business, it is noted that their savings provide the buildings, equipment and tools needed in our operations. Since investors assume a risk in making an investment in any enterprise, they are naturally interested in receiving some return. This, the group sees, the shareholders are entitled to—and receive in the nature of dividends, which are a share of profits. The necessity of profits for the well-being of the business and the security and stability of jobs is discussed.

Visually, this chart is presented by different colored cards representing the different management groups and functions; by a scroll showing the distribution of the income dollar; by a capitol dome representing government relationships; and by appropriate arrows and other symbols setting forth the savings of shareholders and distribution of earnings.

In conclusion, the highlights of the discussion are summarized and re-emphasized.

The program has been effective. It is a further effort to stress the community of interests between management and its people; the obvious need for teamwork; and that the security of jobs and the well-being of all depend on the effective performance of each of our job functions.

A recent P.J. article urged "plain English" for labor contracts. This article, by a personnel director who has spent more than ten of his thirty working years in personnel and labor relations, points out that contracts *are* legal documents, and should leave no doubt about the meaning of the parties to it. A way to satisfy "plain English" requirements is suggested.

Is "Plain English" In Contracts Practical?

By a Personnel Director
Who Prefers to Remain Anonymous

MR. KENT's article "Put Contracts in Plain English" in the November issue discusses an interesting subject. He discusses it cleverly, too. He disarms opposition at the end by admitting that his own contract is fuzzy in spots. Halfway through the article he prepares in advance for rebuttals from "legal eagles". Again, that is very effective. But it should not deter us from a careful consideration of the subject.

No doubt it is advisable to write union contracts in plain language which can be readily understood. But whose "plain language" are we going to use? As the article points out, there are great variations in vocabulary.

THE TWO VERSIONS COMPARED

Mr. Kent states that the writers of a certain contract wanted to express this thought:

"Failure to meet production standards may result in transfer of the employee to a lower-paid job. Employees retain the right, however, to appeal such a transfer through the grievance procedure."

But instead they wrote:

"Employees failing to meet properly set standards of production or quality or failing to satisfactorily handle the work in the occupational group to which they have been regularly assigned (unless due to causes beyond their control or the standard is in dispute) or employees not co-operating in the introduction and operation of new

equipment or new production methods, may be transferred to lower wage classifications or otherwise disciplined but shall have the right to have such penalties reviewed in accordance with the grievance procedure."

On close examination it is clear that Mr. Kent's "plain language" completely omits the following important ideas contained in the legal clause:

1. That the employee disciplined must: (a) fail to meet properly set standards, (b) fail to meet quality, (c) fail to satisfactorily handle the work.
2. All of these failures must be: (a) in the occupational group, and (b) the employee must be regularly assigned to that group.
3. All of these failures must be due to a cause within the employee's control. How about fire, loss of power, machine failure, strike, and sabotage?
4. It omits stating that the employee may be penalized for failure to cooperate in: (a) the introduction of new equipment, (b) the introduction of new production methods, (c) operation of new equipment, (d) operation of new production methods.
5. It omits the stipulation that the employee may be "otherwise disciplined".
6. It also omits the stipulation that the standard must be "properly set".

SHOULD TRY TO COVER EVERY EVENTUALITY

Are these ideas of no importance? Should they be ignored? Who will deny that questions regarding any one—or all—of these six points may arise? What would be done about them? Obviously, you would have to sit down with the union and agree on what you meant when you wrote that simple statement. And if you do not agree, who would finally decide what you did mean? An arbitrator? Do you want him to tell you what you really meant? Or do you want to write it so that future differences are reduced to a minimum?

The present writer does not say that the horrible example is the best way to legally express the ideas it contains. But he does say all of those ideas are expressed, and expressed clearly. Perhaps the outline method which the present writer has used is the type of thing we should use in our union contracts. On the other hand, if that were done the contracts would be much longer than they are now.

We will agree that as a practical matter there is a lot to be said for Mr. Kent's simpler statement. However, we do not know the climate of the employee-employer relationship in the plant for which this long clause was written. It is this writer's impression that the clause was written this way because there had been many difficulties in the past in trying to interpret a simpler statement. It is easy to say: "Write a simple agreement, in good faith. Then live up to it, in good faith." But how many of us have been the victims of sharp and twisted interpretations of simple statements by union leaders or lawyers taking advantage of our good faith?

Of course, we all know that differences on all of these things may be appealed through the grievance procedure. But we also know that it is better to avoid grievances. The employee, under this "legally" written clause, could not be transferred

if the failure to meet production standards occurred on work to which the employee was *temporarily* assigned. Under the simpler language Mr. Kent suggests, such a transfer might be made and the *only* way to correct the error would be to bring a grievance.

In the past few years there have been many conferences, articles, lectures, and books written about the problem of communication. This should warn us all of the difficulty of clearly conveying our meaning to another. (By the way, what personnel director has not labored over a simple bulletin board notice and, after posting, heard three or four interpretations he never even thought of?)

EXACT LANGUAGE FOR LEGAL DOCUMENTS

What we must not overlook in discussing union contracts is that they are legal documents. They occasionally are interpreted by judges, arbitrators and others who were not present during negotiations. They will give their own interpretations to words used. No matter how much we may deplore what appears to be "legalistic mumbo-jumbo", we must recognize that words have certain well established meanings. The careless use of a word in a legal document can be extremely costly. Ask any businessman—or personnel director—who has been the victim of someone who did not have the same idea of "good faith". Incidentally, perhaps we could have some articles on just what is meant by "good faith". Which culture or philosophy are we going to adopt?

A solution to this problem is being adopted by some companies. That solution is writing the contract as a legal document, binding on both sides. Then management or the union, or both, publish a parallel booklet stating in simple language what they think the legalistic expressions really mean. Of course, this simple booklet of explanation could not be a joint effort because they would not be able to agree on what to say! Their agreement has already been spelled out in legal language.

Certainly the "hereinbefore's", "hereto's", and the like, should be omitted. But let's not overlook the essential point that a company has a union, and a union contract, basically because there have been misunderstandings and difficulties in the past. They must reduce their agreement to writing. As long as we use language, we must use language which has well established meaning. That means, in our civilization, legal language.

Some colleges turn out men with only the haziest notion of what they want to do, and of how to find an opportunity to do it. This article describes a systematic program designed to help companies find and "sell" themselves to the men they want—a program which prepares graduating students for work for which they are suited, and in which they have often obtained some experience during their college years.

How Drexel Institute Helps Companies Recruit

By ROBERT R. MACMURRAY
Formerly Graduate Placement Officer,
Drexel Institute of Technology, Philadelphia
Now with E. A. Wright Company, Philadelphia

THE chief element necessary for the success of any company is not a superior product, buildings, and material assets, but adequate personnel. Able management and employees are essential for success. How do you recruit good material for your company? How do you obtain your future executives from the ranks of newly trained youngsters? How can the universities and technical institutions help you select and employ their graduates efficiently?

William B. Given, Jr., in his book "Reaching Out in Management", emphasizes the importance of good recruitment: "Asked to look back over the years and say what business problem has taken most of our time as company heads, many of us would answer that it has been getting good people into the company ranks and creating a setup which will best develop their abilities." Mr. Given, who is chairman of the board of American Brake Shoe, goes on to say, "It takes careful and effective planning to create a flow of top-quality young men for employment interviews. It takes intelligence and patience in the interviews."

How do you put this kind of planning into operation? Poor placement is a waste, not only for the employer but for the employee. The college students who shop around aimlessly for jobs are a needless extravagance, both with reference to their own future, and to the time that placement officers and recruiting officers waste on them.

Drexel Institute of Technology, in Philadelphia, makes a double effort to insure effective placement of its graduates. The Institute's program of cooperative education helps the undergraduate to find his place in industry, and also gives future employers a chance to know the abilities of potential employees. The student alternates on-the-job experience with class room work. This gives him a chance to shop around before he needs to commit himself to a life-time career. Employers are also able to cooperate with the school on training programs.

Mr. Weston P. Figgins, Personnel Administration Director for the Woodward and Lothrop Company, one of the leading department stores in Washington, D. C., comments on the effect of the cooperative plan on the recruitment program of the company: "In the past five years we have employed at least fifteen Drexel students after graduation, twelve of these in the last two years. Once they come here as students and find that we give interesting and worthwhile assignments and training, they usually decide to come back. This is true also of other cooperative schools with whom we work, such as Rochester and Richmond. We have been exposing as many of the students as possible to training programs. This all helps to interest the students in permanent placement and to integrate their training with their learning. Good cooperative training on the part of the store facilitates recruiting 1) by making it possible to observe and evaluate candidates on the job; 2) by getting opinions from people in various parts of the organization, which broadens our knowledge of the individual; 3) by making possible a long-run saving through training these college 'co-ops.' "

COLLEGES IMPROVE PLACEMENT PROCEDURES

When they are ready to graduate, the placement office at Drexel encourages seniors to learn about job-hunting. Students are urged first to study their own abilities, interest and educational background. This helps them to pick their eight in-school interviews intelligently. Many also write letters, canvass family and friends, and do a little pavement-pounding. When a student has made a personal inventory he is more likely to follow up his opportunities carefully. This sort of inventory also makes each interview more meaningful.

During periods of depression and unemployment, applicants soon learn to make the most of their employment opportunities. Enlightened self-interest forces them to prepare a well-thought out campaign. When jobs are plentiful, students tend to be careless, feeling that the right job will come along without much effort on their part. Experience at Drexel indicated that graduates were substituting interviews for preparation for interviews. This wasted interviewers' time and also wasted the graduates' opportunities.

To improve the situation Drexel worked out this procedure:

a) The Placement Office arranges interview dates with any and all companies who wish to recruit at Drexel. At the same time the employer is asked for complete

information about his company and requirements. This information is made available to the seniors. When requested, group meetings are arranged and held before the interviews. All seniors are invited to these group meetings.

b) Before each interviewing period a master list is posted, giving:

1. Names of all companies coming to interview.
2. Their respective interviewing dates.
3. Types of degrees wanted.
4. Types of work offered.

c) The student, using columns 3 and 4, makes up a 'personal' list of companies interested in his qualifications and of interest to him, from which he makes his choice of eight, after studying company information.

d) The Placement Office arranges eight on-campus interviews for each student.

e) Watching the current interviewing list, which is posted weekly, the student signs up at appropriate times. (The first current list is posted 13 days before interviewing begins. The second is posted seven days later, and the third, seven days after that, etc. In this way, each list gives 13 days lead time to the seniors.)

CHANCE GIVEN FOR COMPANIES TO TALK TO SENIORS IN GROUPS

It is recognized that company recruiters have two purposes in visiting schools. The first is to recruit and the second is to publicize their companies. The latter can be done best in a group meeting. When a company requests a group meeting to be held prior to the interview schedule, Drexel schedules interviews from the date of posting until 5 P.M. of the second week-day preceding the interviewing date. For instance, an April 20 visit is posted and schedule opened on April 8. The schedule is then closed at 5 P.M. on April 16.

When a company cannot schedule a group meeting prior to the interview schedule, there is an alternate method for publicizing the company. This method is optional. Four days prior to the interviewing date, the schedule of individual interviews is closed. During the next two days, groups of 3 or 4 seniors may sign up for any of the open times remaining on the schedule. Through these conferences, the recruiter will be able to give information to a larger number of students than if he were able to speak only to those who had been willing to spend an interview.

Since adoption of this policy to encourage seniors to make careful placement plans Drexel has found:

- a) Almost complete elimination of job-shopping;
- b) Early identification of those seniors who greatly need counseling and guidance;
- c) The over-all quality of interviews has improved;
- d) There is increased understanding by the students of the importance of intelligent placement to them.

So much for what the college can do to improve placement procedures. Now, how can industry make recruiting interviews more effective? In the first place, the

choice of the recruiting officer is of the greatest importance. It goes without saying that such an officer should have a warm, attractive personality, be genuinely and sincerely interested in the students and their points of view, and know his company well enough to 'sell' it. Many companies have discovered that younger men are most successful in this work.

What does he look for in the student? An examination of the prospect's scholastic record alone is not enough. Most companies have learned to consider the candidate's outside interests and activities with equal care. Background and personality weigh heavily when you are building up a reserve of leadership for your company.

In this respect Mr. Given, in his book previously mentioned, has some specific suggestions. "In searching for the right people, I tried to formulate a specification to use as an aid in judging a young man on the basis of what management needed in a person expected to climb in its ranks. This specification gave all of us concrete help in conducting our interviews. It was also useful to the young man, as he weighed what type of work best fitted him, and in which company his prospects would be best. It included such items as character, courage, common sense, ability to think and reason, imagination, initiative, resourcefulness, open-mindedness, and genuine interest in people."

SPECIFICATIONS FOR ONE COMPANY'S RECRUITS

"In the specification we recommend guessing if he would develop into the kind of man who:

- gets a real kick out of sticking his neck out, but not from a desire to show off.
- is keen to try a new way.
- enjoys proving that the boss is all wet.
- has the common sense to ask for outside help when he needs it, and the instinct to seek out the right person for that help.
- has unlimited confidence in the future, but is realistic about the terrible things that *can* happen.
- gets pleasure out of doing things for others.
- is challenged by tough problems.
- will be a useful citizen.
- realizes that friendships are what all men want and greatly need.
- is not afraid of being afraid."

These are the qualities forward-looking companies want in their new employees. Conducting an interview in such a way that these qualities can be discovered and evaluated takes great skill and a lot of experience, and a keen perception. College placement officers can help recruiting officers enormously in making these judgments. Close cooperation between the two is the basis for the success of any program designed to improve recruitment and placement of college graduates in industry.

Should Employee Rate Supervisor?

This Many-Sided Question, Raised in a PJ Article, Is Answered in Letters from Readers. Summed Up, the Letters Say Yes—If Care Is Used in the Survey and Its Interpretation.

IN OUR December 1953 issue, under the heading "Should Employees Rate Their Supervisors?", Arthur R. Laney, Jr. of the Washington Gas Light Company, Washington, D. C., told of the suggestion of one of their employees that "a yearly report be established whereby all employees have ample opportunity to record their opinions regarding their immediate supervisors." When the company asked supervisors what they thought of the suggestion, and whether it should be adopted, sixteen out of twenty-four supervisors were definitely *not* in favor of the idea. Four were willing to try it without qualification. Four more were willing, provided employees signed the rating forms.

As a result of the 2-to-1 supervisory opposition, the suggested annual rating plan was rejected. But, Mr. Laney pointed out, it does seem that supervisors would be more successful if they knew more about the effects of their supervision on their workers, and about what is really on their workers' minds. Mr. Laney suggested that PJ readers discuss the subject in letters to the editor.

Eleroy L. Stromberg, Manager, Training and Personnel Research, The B. F. Goodrich Company, Akron, sums it up this way:

"There are several reasons why some formal rating of supervisors might be desirable.

1) "Subordinates ordinarily know more about the *real* performance of a supervisor than does his manager. Yet the manager's rating determines his pay increases, promotions, etc. Undoubtedly we could get much more accurate evaluations of a supervisor if the employees rated him.

2) "Whether they like it or not super-

visors are being judged constantly by their employees. It is far better to give them a formalized opportunity to express these judgments than to allow them to make their judgments fall into the gossip or rumor category.

3) "The emphasis on consultive management should not be confined to decisions on production procedures. Personnel problems should be approached in a similar manner.

4) "All the studies I know of in Universities where students have rated the teacher have shown that positive values result from such ratings.

"These statements summarize my reasons for favoring supervisor ratings made by employees."

S. G. Harris, Training Section of the Teletype Corporation, Chicago, says:

"My answer is a vigorous though qualified 'yes' . . . No device quite so accurately reflects the standing of supervisors with their people as an employees' comparative rating of them. The objection that such a practice is contrary to good management procedures—because subordinates should not rate their superiors—is a red herring; it is like calling it un-American or undemocratic. . . .

"The fear of how the supervisor may see himself rated is generally exaggerated: where I have experienced such polls, the voters—probably hesitant to damage the reputation of those they grade—tend to rate high. . . .

"The fear that such polls are one more sign of the distressing tendency of the employee to tell his boss how to run his business reflects one of our prevailing confusions: we complain that the employee takes no interest in our business, and then rebel against anything that raises the employee above the

level of a cheerful recipient of benevolent paternalism.

"A more important fear is that management will weigh the results of such polls too heavily. This is a constant menace, just as is excessive reliance of some supervisors on results of any employee rating (or other) program. Only if education accompanies the initiation of employee rating of supervisors, and only if the program is established as a long-time annual or bi-annual process, can valid results be obtained and abuse overcome.

"A program of this type has small chance of success unaccompanied by other evidences of enlightened personnel management. It is part of a package including improved communication between management and the line employee, intelligent labor relations, supervisor training, and appreciation of the social as well as the economic function of a business. With all its hazards, it deserves intelligent administration. Even at its worst, it gives line employees a means of releasing resentment. At its best it provides one usable measuring stick against which to evaluate supervisors."

B. L. Chandler of Trona, California, whose work as a wage and salary administrator includes the development, selling and administration of merit rating programs, also points out that employees are always rating their supervisors. "The rating is personal, and is demonstrated by every employee action or reaction. The question is . . . how we might record and use the rating.

"The method," Mr. Chandler continues, "is simple and the results can be worthwhile if properly used. The form should be called 'attitude survey' instead of 'merit rating'. The form must be carefully designed and the results properly interpreted. Without these fundamentals, the supervisors properly oppose such ratings.

"The questions on the form which Mr. Laney reported as a suggestion . . . are questions of attitude or feeling. The answers also indicate a rating of the supervisor, but need a lot of interpretation and judgment before applying a direct rating. . . . The

replies may be negative and still reflect good individual performance by supervisors. Subsequent sorting of the replies by organizational units will give the pattern for each unit. Variations from the pattern will spotlight good or bad supervision.

"An employee cannot properly rate his supervisor on the complete job. There are too many factors beyond his knowledge. An employee may see a supervisor spending excessive time on paper work instead of being on the floor checking work progress. He probably will not understand that new government fine-print regulations have created the paper work and that additional clerical help may not be available.

"The attitude survey (or employee rating of Supervisor) is not a complete merit rating. It can be valuable in pointing out strong and weak points within supervision. Supervisors should object to a plan which would give excessive weight to employee opinion, or use it as the only rating of the supervisors' work. Mr. Laney reported that they did object. But supervisors should not feel that they are 'not accountable to their employees' or that 'you can't serve two masters.'"

L. N. Talbott, Assistant Manager of Industrial Relations, Central Illinois Light Company, Peoria, finds the reasons given by the supervisors for not wanting their people's appraisal "obviously evasive and unconstructive". This, he believes, "points up a vital problem in management training and development . . . how can we motivate the desire for self-improvement?"

"The desire to improve is essential to the ultimate success of any management development program and is vitally important to one's own personal success. Some research people have revealed some tangible progress in developing ways and means to assist in solving this problem, but to the best of my knowledge there is a very fertile field left for further study. In other words, I am of the opinion that many of our fine programs are falling short of their mark because of the lack of a real desire on the part of the participants to want to improve."

Victor J. Foster, Timekeeper in the De Soto Division of Chrysler Corporation, Detroit, speaking from experience as a first-line supervisor, believes that a "discouraging majority" of supervisors everywhere would object to a rating by their people . . . "Most of these management people honestly think they know what is on most of the workers' minds. Those that do not think they know, do not care." Feeling around for some other way to help supervisors, he asks:

"How about creating a staff function attached to the personnel section? Employ an individual with proper background to serve as a listening post and counselor to first-line supervision. Naturally, this person would have to win the confidence of the people, and be sincere and capable enough to guide wayward supervisors in the field of human relations. Of course various organizations, like Mr. Laney's, may have their 'progress report plans', but I do not believe the real need of gaining a supervisor's confidence is achieved by such general methods.

"You must correct the attitude of supervisors before the fruits of any rating plan can be realized. Creating a staff function to follow up and supplement organized training programs is my idea of doing it economically, aiming toward positive results. . . . Building up confidence with patience and tolerance is the only way you can retain and improve your foremen's leadership qualities."

Roy R. Cunningham, Personnel Manager of Cravens, Dargan & Company, insurance managers of Houston, Texas, feels that most of the employees "gripes and fussing" about their supervisors "is caused by the employees not being acquainted with the full facts of a situation. Supervision thinks it is intelligent to be secretive about much of the operation and work of the organization. I have never been able to figure out why this big 'hush-hush, secret' about things that the employees will know about in a matter of time anyway. As long as supervisors main-

tain a halo effect and think of themselves as separate and apart from employees in the effect they have on business, we shall have a relationship that is difficult to change.

"There should certainly be no human being who is impervious to criticism, particularly if it is of a constructive nature. . . . Most employees realize that if their immediate boss moves up, that gives them a better opportunity to advance to the boss' position. . . . So they want him to be a good supervisor, not just from the standpoint of employee relations, but for their own advancement. But they do not feel free under our present systems to contact their supervisors and tell them how to improve. Many instances can be cited as examples of how often this situation has curtailed production efforts.

"Supervisors do definitely need to know what their subordinates or employees actually think about them. Those who wish to be ostriches and put their heads in the sand have their own choice. But we have noticed over a period of some thirteen years that the supervisors who are advanced really have advanced because of the employees they have judiciously supervised. The intelligent supervisor knows this.

"If a supervisor, foreman or boss is afraid of a supervisory rating submitted by his employees it certainly indicates beyond little doubt that he is afraid of his own people that he is supposed to lead."

Norman A. Durfee, National Director for Personnel Services, American Red Cross, Washington, D. C., writes that, in addition to job knowledge and experience, the supervisor must somehow "discover how much satisfaction the staff members, his colleagues, get from their work. . . . Job production, by and large, is in direct relationship to happiness and contentment—job satisfaction."

"Who," Mr. Durfee asks, "evaluates the supervisor? His superior, of course. But the staff has more intimate relationships with the supervisor. Does the staff have the same opinion of the supervisor as his superior does? Evaluation ought to be a two-way

process, by not only those above but also by those below. It is possible for a supervisor to be two persons—the supervisor he thinks he is, and the supervisor the staff thinks he is. Often a supervisor would be more effective if he were told his weaknesses as well as his strengths by those whom he supervises.

"It must be remembered, however, that no employee is going to evaluate his supervisor unless good interpersonal relationships have been established beforehand. . . . It's an old maxim that only a friend can tell you your faults, and even then it must be a close friend."

Mr. Durfee appends a list of statements for the employee to answer "yes", "no" or "not sure". The check-list, which constitutes "An Employee Evaluation of His Supervisor", is designed to show the supervisor whether he has established the good human relationships all along the way which are essential to confidence, understanding, and wholesome personal exchange.

Ralph P. Kreuter, Personnel Consultant of Sheboygan, Wisconsin, questions whether there is a tendency to treat the problem—of employees rating their supervisors—much too superficially. He asks, "Are the pros and cons that are detailed in Mr. Laney's report closely related to a specific personnel device, or are they really manifestations of a widespread attitude among supervisors, having its origin in changes in supervisors' status during the past few decades?" Mr. Kreuter treated the subject most comprehensively and we wish it were possible to quote his observations in full.

"Brotherly love and the 'equality of man'", says Mr. Kreuter, "has been explained and preached for thousands of years. So the supervisor (in adjusting to new conditions and requirements) has not so much learned anything new as he has been compelled to *practice* courtesy and tolerance. A rather large amount of money has been

spent on 'winning his cooperation' so that his practice of these things would be in good faith. But why has it been so difficult to win his cooperation? Here is a principle to think over: the greater the insecurity, the greater the fear of change, and the greater the resistance to change.

"The supervisor is no longer a simple departmental sovereign. His legitimate interests have broken departmental boundaries and include many problems formerly related to higher management levels. His job is bigger, and includes the *coordination* of skills that are in many cases far beyond his own—skills that are applied in his department as well as others. He "times" the use of these skills, and facilitates in other ways their application to problems in his department.

"In order to play his part in these plant-wide projects and in establishing group motivations, he must learn much of many new skills. New words too. His new role now brings him into contact with people of high formal educations. For training, he now frequently attends special technical courses at great universities—Wisconsin, Purdue, Marquette, Michigan."

After analyzing the pros and cons listed by Mr. Laney, and finding even the "pro" statements mostly "a kind of damning by faint praise", Mr. Kreuter considers the question of whether rank-and-file workers are qualified to rate their supervisors.

"The value of trained, friendly criticism, properly considered, is tremendous," he says. "But there is a lot of work wrapped up in that observation. We must steer clear of such inanities as judging the doctor's work by how good his pills taste. Nor should we call ten milkmen into conference and 'discuss' for the engineer's benefit how he ought to build his bridges. Democracy in industry is a wonderful thing; so is pure water. But they can both be used to dilute other good things enough so as to destroy their effectiveness. We cannot define good supervision by drawing a mental picture of the 'perfect supervisor', which is the opening theme of many 'training' conferences. . . .

"After the supervisors know what the people under their supervision have a right to expect from them, then begin a program to teach the workers the same thing."

* * *

The editors wish to thank these and other correspondents for the time, thought and real work they put into their answers to Arthur Laney's important question. We are grateful for the opportunity to present their various points of view. In this matter, as in so many others that arise in personnel work, there is probably no single "right answer". But by pooling opinions in this way all of us benefit.

When that has been done, says Mr. Kreuter, you are ready to design a suitable appraisal form and a method of using it. "I doubt if there is any perfect form. At least," he confesses, "I have not been able to design one." He then suggests a number of questions that might be included.

About the Authors

Edward Peters has had "twenty-two years of partisan and non-partisan activity in the sometimes turbulent industrial relations field." For the past six years has been on the staff of the California State Conciliation Service. For three years was a training supervisor in the Apprenticeship Division of the California Department of Industrial Relations; also was an Unemployment Insurance Examiner. Earlier he participated in trade unionism at the local level, representing various A.F. of L. and C.I.O. unions. Mr. Peters has taught and lectured at Loyola University, the Catholic Labor Institute in Los Angeles, the U.C.L.A., University of Southern California, and Los Angeles State College. He is author of "Conciliation in Action," which was reviewed in *Personnel Journal* in December.

Robert M. Crooks is Director of Industrial Relations for United Parcel Service, headquartered in New York City. He studied at Temple University and the University of Pennsylvania, acquiring Bachelor's, Master's and Law degrees. After practicing law for several years he became associated with Scott Paper Company's Legal Department; later became staff supervisor of labor relations there. Mr. Crooks was a Marine Corps Captain in World War II, and saw duty in the Pacific. He has authored a number of articles on legal and personnel subjects, and instructed at Temple.

Robert R. MacMurray when he wrote the article in this issue was Graduate Placement Officer, Drexel Institute of Technology, Philadelphia. He worked with graduates and alumni of the College of Business Administration and the College of Engineering, as well as students and graduates of Drexel Evening College. He is now associated with the E. A. Wright Company of Philadelphia as expeditor and systematizer. After service with the U. S. Marines, he graduated from Ursinus College and the U. of P. Wharton School (MBA). He is chairman of the Industrial Relations Committee of the Philadelphia Junior Chamber of Commerce.

BOOKS

EXECUTIVE LEADERSHIP: AN APPRAISAL OF A MANAGER IN ACTION. By Chris Argyris. Harper & Brothers, New York, 1953. pp. XV, 139. \$2.50.

This is a study of a specific leader, and of how his everyday behavior affects the daily life of his supervisors. A number of research devices were used—interviews, observation and member-centered conferences. The Leader—so called throughout the book—took over management of a plant employing about 600 people under twenty supervisors. When he came in, the plant was losing money. Within a few years he had made it the best organization, in both morale and profits, in the entire corporation. How he prodded, exerted pressure and often drove his supervisors to achieve the successful outcome, and how the supervisors reacted, is the story.

Part I portrays characteristics which mark the executive as a leader. First the researcher and then the man himself give their views. Part II deals with the supervisors; the leader's effect on them; their problems; how they behave in the absence of the leader. Part III summarizes "the lessons to be learned". Part IV discusses reliability and validity, and the author's theoretical point of view.

The language or construction is garbled in spots. Nevertheless, the book moves right along and makes easy reading. It will be valuable to personnel directors in giving them more insight into the mental processes of leaders and sub-leaders.

Chris Argyris is Director of Research Projects at the Labor and Management Center of Yale University. His article "Some Characteristics of Successful Execu-

tives", which appeared in our June 1953 issue, will be remembered.

H. M. T.

PROFESSIONAL ENGINEERS' INCOME AND SALARY SURVEY. Published by the National Society of Professional Engineers, 1121 15th St., N. W., Washington 5, D. C. 1953. 27 pages, paper covered, 50¢ to NSPE members, \$1 to non-members.

This salary survey for 1952-53 was made by the Salary and Fee Schedule Committee of the Society. It is an excellent presentation, complete with truly professional charts and tables as well as an unusually effective breakdown of the material.

The survey is thoroughly interesting for a number of reasons. First, it appears to provide authoritative information regarding earnings among the higher-level technical and professional workers. Second, with the phenomenal starting rates, reported offered to engineering students in the graduating classes of colleges during the last year or so, a factual account of income and salaries received by those with long experience in the field may bring the popular thinking back to earth.

Another interesting aspect of the survey lies in the stated intention of the Committee to use the collected information to guide members of the Society in the establishment of reasonable standardized fees. For some time, the professional engineers have stressed length of time out of college as a principal criterion for setting fees and thus establishing earning power. Study of the survey results reveals that general income for professional engineers corresponds rather closely to that for other industrial

and business groups. True, the worker with more experience usually receives a somewhat higher reward. But there is a wide variance in income, even among professional engineers with the same length of time out of college, depending upon such ordinary other factors as type of work and geographical location. The engineers who elected to teach, for example, are found to be making less, in most cases, than the ones who set up successful businesses of their own. Those in government service are at a disadvantage, financially, when compared with those in private industry. Different branches of engineering itself seem to bring varying financial returns.

The study is well worth inclusion in the files of all those interested in competent comparative compensation summaries, as well as those with a particular interest in engineering, as employers or otherwise.

John W. Thompson
Edward N. Hay &
Associates

THE TEACHING-LEARNING PROCESS. By Nathaniel Cantor. The Dryden Press, New York, 1953. pp. 350. \$2.90

Cantor's newest work is described by one industrial personnel man as "one of the most important books for business and industry in the last 25 years".

While this book has been built upon the author's experiences with a graduate teacher group at Columbia University, yet its format, language, principles and conclusions are directly applicable to personnel problems in business and industry. Cantor discusses in layman's language a number of operating principles which only a select few in schools, public services and industry have understood and practiced.

The book uses a relatively new method. Most of his points are developed through the use of his "play-dialogue protocol method". The students in Cantor's Columbia group recorded their sessions and

he has excerpted from these discussions to illustrate his points. The conclusions are then discussed by the author and related in each case to the thesis of the chapter.

The book develops the concepts of mental hygiene in learning situations and relates them to how people grow through experience. Only when the teacher or administrator really understands what happens to a person who is learning can he, the administrator, help the learner.

Each chapter is supplied with a set of excellent problems for discussion. These problems are in turn backed up with a critically selected bibliography. In addition, at the beginning of the book, in the chapter titled, "Partners in Learning" Cantor provides a good selection of readings in the field of "learning-human relations".

Here are nine propositions of learning which Cantor discusses in chapter 12:

1. The pupil learns only what he is interested in learning.
2. It is important that the pupil share in the development and management of the curriculum.
3. Learning is integral.
4. Learning depends upon wanting to learn.
5. An individual learns best when he is free to create his own responses.
6. Learning depends upon not knowing the answers.
7. Every pupil learns in his own way.
8. Learning is largely an emotional experience.
9. To learn is to change.

People are what they have learned to be. It would seem, then, not only logical but most practical for the teacher and administrator to have an understanding of how people have learned to be what they are. This book gives us such an insight and is a "must" for every adequate library.

Harold P. Mold
Director of Training
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Regulator Company

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

CHANGING SUPERVISORY PRACTICES THROUGH TRAINING. A Case Study. By Paul C. Buchanan and Charles K. Ferguson. *Personnel*, Vol. 30, No. 3, November, 1953, 218-230.

The article describes a supervisory development program which has evolved during a three-year period in a government research laboratory. The program is realistically aimed at modifying—not transforming—some supervisory attitudes and practices, and it was developed from the outset with the participation of the trainees themselves. Democratic leadership was the goal of the program and the method of training was itself to be democratic.

The training sessions were based upon the problems brought by the participants. During the second year of the program the trainer took a more dominant role and served as chairman of most of the groups. He set up situations for the members to analyze, so that they could compare their manner of approach and solutions with those of other members. He arranged for members to try out methods of approach to supervisory problems in “situations where the chips are *not* down” and where they could see the effects of their actions.

The training methods used included role playing, buzz groups, discussion, films and demonstration. The sample excerpts from some of the meetings which give word-for-word accounts of what the different members said make fascinating reading, and give a lively picture of what the training sessions were like.

Supervisory training is currently finding widespread application in industry, and articles like this one should help to insure that the time given to such programs is well-spent.

THE EFFECTS OF EXPERIENCE AND CHANGE OF JOB INTEREST ON THE KUDER PREFERENCE RECORD. By Frederick Herzberg, Psychological Service of Pittsburgh, and Diana Russell, University of Pittsburgh. *The Journal of Applied Psychology*, Vol. 37, No. 6, 1953, 478-481.

This study was set up to determine the similarity of interests as measured by the Kuder Preference Record between experienced and inexperienced workers in various occupations. If the profiles of these two groups are found to differ markedly, the practice of using the interests of experienced persons as the basis for vocational counseling should be seriously questioned.

The subjects of this study were adult males who had been tested by the Psychological Service of Pittsburgh in order to select persons for promotion or employment. Five occupations were chosen for study: engineers, salesmen, production managers, laboratory workers, and laborers.

The interests of those applying for work for the first time were found to be basically similar to those of experienced persons in the same occupation. The differences are in the direction of higher scores for the entry groups on scales typical of the occupational area. For example, entry engineers were significantly higher on the mechanical and scientific scales and entry laboratory workers higher on the scientific scale than were experienced groups in these same fields. This may be due to recent training in the fields or to a desire on the part of applicants to slant their responses toward the desired occupational choice. The similarity of interests, however, lends validity to the practice of using interest profiles based on experienced workers for vocational counseling.

A second part of the study was concerned with the interests of those who were applying for work in a new area, and how these differed from the interests of those who wished to continue in the same field. For example, experienced engineers desiring sales work had dominant interests in the Persuasive area. This suggests the importance of having no other job interest as one criterion in the selection of samples for setting up occupational interest norms.

THE VALIDITY OF USING PSYCHOLOGICAL SELECTION PROCEDURES. By Erwin K. Taylor and Edwin C. Nevis, Western Reserve University. *Personnel*, Vol. 30, No. 3, November, 1953, 187-189.

The authors were conducting a follow-up validation study of a procedure which had been set up for the selection of salesmen. Test results and job performance information were collected on 100 salesmen who had been hired after the procedures had been introduced. Each of the thirty branch managers was expected to follow a standard selection procedure which involved giving 8 paper and pencil tests and the use of 7 blanks or check lists.

The authors found that the procedures were not used in many cases, and that the more difficult tests to give, such as the Strong Vocational Interest Test, were most often eliminated in the evaluation of applicants. This seemed to indicate that there was general resistance on the part of the branch managers to the program. An analysis was made to determine if there was any relationship between the number of tests omitted per man and his tenure in the company. "Salesmen who had not been subjected to all the tests usually employed in the selection program were the least likely to stay on the job." Various explanations are offered for this finding.

This significant point is made. An employee selection program is set up at considerable expense by a technical staff,

after careful experimental work and validation. The maintenance of the program is left in the hands of the operating people. If adequate controls are neglected, the system may deteriorate within a period of less than a year. In order to be effective, an employee selection program must be as simple and easy to administer as possible, and those who are to administer it must be convinced of its usefulness.

WHAT ARE INTERVIEWS MADE OF? By Harry Waller Daniels, of Richardson, Bellows, Henry and Co., New York. *Personnel*, Vol. 30, No. 3, November, 1953, 176-179.

This short article gives more helpful information about interviews than many much longer treatments of the same subject. Factor analysis is here used to break down the interview into measurable factors. By using factor analysis it is possible to determine the least number of measures necessary to account for all of the measurable variations of a thing.

Previously Dr. J. L. Otis and the writer had studied a sample of 54 recorded employment interviews which were obtained from eight plants in a large industrial community. Each interview was measured according to 14 categories. The categories used included such things as:

1. The time the interviewer spoke
2. The time the applicant spoke
4. Average time for exchange
8. "New information" (not included on application blank) volunteered by the applicant.
13. Questions asked by the applicant.

Further analysis revealed five key factors which seemed to be psychologically meaningful and which would provide a starting point for training employment interviewers. The five factors the writer calls:

1. Interviewer Pertinency
2. Interviewer Dominance
3. Time of Interview (length)

4. Applicant Dominance
5. Interviewer Verbosity.

Each of these factors is discussed briefly to show how it is related to the interview structure.

The final and probably the most valuable part of the article deals with the interviewer's training check-list. Most of the check list items stress the fact that the interviewer *listens*. He develops a permissive attitude and gives no advice. The author suggests that using the five factors as a check-list, perhaps while listening to recordings of his own interviews, the interviewer can evaluate his own performance.

Short Selections Effective in Testing Reading Ability. A report of a doctoral dissertation by Clarence Derrick. *Educational Testing Service Developments*, Princeton, N. J., September 1953, Vol. II, No. 1.

Clarence Derrick has recently completed an investigation at the University of Chicago, entitled "Three Aspects of Reading Comprehension as Measured by Tests of Different Lengths." The study was designed to test whether reading comprehension is a unitary ability, or whether it consists of a number of distinct component abilities.

Three 50-minute reading tests were developed, all measuring these three aspects of reading comprehension: "the ability to answer factual questions; the ability to read-between-the-lines, to draw inferences and identify assumptions; and the ability to evaluate logical soundness and rhetorical effectiveness." The tests were comparable except that the lengths of the reading passages varied markedly. The first test contained three passages, 95, 11, and 288 words in length; the second, one passage of about 1000 words; and the third, a Platonic dialogue ten pages in length, which the students read outside of class and then referred to during the test.

The subjects were 457 junior college

freshmen. Each of the three tests was scored separately for each aspect of reading comprehension. Intercorrelations among the nine subscores were obtained and then factor analyzed. Derrick concludes that the three different tests and the three different aspects of each test were all measuring the same underlying ability. The test based on the very short passages proved to be the most reliable measure of this "general reading ability". No statistical confirmation for the existence of three logically distinguishable aspects of reading comprehension was found. The author suggests the possibility that in a younger group these aspects of reading comprehension might be differentially measurable.

JOINT TRAINING IN TIME STUDY. By George S. Odiorne, Rutgers University. *Personnel*, Vol. 30, No. 3, November, 1953, 203-205.

This article describes how joint union-management sponsorship of time-study classes cleared up suspicion of the rate-setting operation in a New Jersey ceramic firm. Time study was being installed as the basis of incentive rates and there was latent employee antagonism.

When the idea of a training program for junior engineers, production foremen and union officers was first proposed it was turned down because the union felt that it would be prejudiced. The union indicated that if such a course were given by an outsider, preferably a professor from the State University, that they would be willing to attend.

The course was set up under these terms and an equal number of union and management representatives attended. Management and union representatives determined the course content. Working from films, teams of foremen and union officers made joint and separate time studies. The atmosphere was one of scientific inquiry and objective fact-gathering.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

TOLEDO PERSONNEL MANAGERS' ASSOCIATION held their annual meeting January 6. C. K. Milner, vice president, personnel, Ohio Bell Telephone Company, gave his views on personnel relations, its vital importance. The association has sent members a three-page memo on the subject of a fire and rescue training center. There is a definite need, the association believes, for adequate training facilities for fire and rescue personnel of civil defense, as well as for regular and volunteer organizations engaged in such work, and for industrial groups with rescue squads. It is proposed that the old University of Toledo building be leased by the university to the city at a cost of one dollar per year. The building would be used as a fire and rescue training center.

Training is suggested for the following: civil defense volunteer personnel; regular and volunteer fire and rescue squads for Toledo and its suburban area; industrial fire brigades and rescue teams; industrial, business and private guards involved in rescue services; university students majoring in safety engineering. Three kinds of training could be presented. Academic training could be made available through the university with the cooperation of the Toledo public school system. Practical training could be given at the center, employing the most advanced methods in fire and rescue training. Exercises and drills could be given.

Agencies which might participate in such a project would include the city of Toledo and its fire department, civil defense organization, suburban fire companies, industry management, federal civil defense administration, Chamber of Commerce, University of Toledo, public school system, the city's industrial safety engi-

neers, and the Personnel Managers' Association. This kind of cooperation for the community good seems well within the province of a personnel association, and the Toledo group is to be commended for sparking the idea.

SEATTLE CHAPTER, PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION, in November met jointly with the Seattle chapter of the National Office Management Association. Professor Earle Douglas MacPhee spoke on "Qualifying for Top Management." Here is a summary of his ideas, from the chapter bulletin, *Personnel Pointers*, for December:

"What characteristics does a president of a company seek when he is looking for someone to promote to a senior position? What should a man do when he is aspiring to a top position?

"Technical competence must be separated from managerial competence. On the lower levels technical competence means a great deal. . . . Any person in middle management who wants to become a senior executive should analyse his own job and determine what skills are needed and become technically competent on his own job. He should talk to people in other fields to learn their procedure.

"Management is not operating a machine. Management is not investing money. Management is managing people who operate machines; is handling men and women. Management begins when one man plans, directs and controls the activity of another. A man must demonstrate that he knows how to handle people at the level where he is now working.

"How can you know if you are growing in managerial competence? 1) What is the morale of your office? 2)

What is the climate of your office? Is it largely dependent on the senior in the office? 3) Have you demonstrated your ability to delegate? 4) What about discipline?

"These things are important to you when training for management. Leadership is important. If you do not lead your staff, someone else will lead them. What is leadership? A leader is a man who plans for a group, who speaks for and to a group, who inspires a group. The road to top management is not easy."

PORTLAND CHAPTER OF THE PACIFIC NORTHWEST PERSONNEL ASSOCIATION heard Dr. Neal Bowman at the November meeting. Personnel people, he said, occupy a strategic spot in the development of positive thinking about the preservation of democracy and the free enterprise system. He charged the group to be aware of the responsibility.

THE TACOMA CHAPTER OF THE ASSOCIATION discussed the personnel manager's problem with the younger generation at a recent meeting. Educators and representatives of business and industry participated. It was felt that a great deal could be done if these two groups were to work together to develop better work habits and build more constructive attitudes about the American business system on the part of the younger generation. On the panel were Howard Carr, Kenneth Flora, and Roger Elder, principals of Tacoma high schools, and Harry Naubert of St. Paul and Tacoma Lumber Company, R. W. Likins of Kaiser Aluminum and Chemical Corporation, and Earl Marble, manager of Tacoma Smelter of the American Smelting and Refining Company.

THE SPOKANE CHAPTER is making a point of telling other groups about good personnel practices. Two members, Reubin H. Kissler and Walter M. Porosky, recently

took part in a panel discussion, "How can we bring more business into business education?" This discussion concluded a day-long conference of the Eastern Washington Business Education Association. Peter Piper and Robert Burke, two other members, spoke to early morning classes in a management course conducted for officers and non-coms at nearby Fairchild Air Force base.

VICTORIA CHAPTER heard Roy H. Elfstrong, Supervisor of Industrial Safety, B. C. Electric Company Ltd., Vancouver, at the November meeting. His subject was, "Safety is Your Business." He showed, through the use of statistics, that a poor accident rate is very costly to industry and civil service. He also said that, owing to the number of accidents occurring in British Columbia, 3,000 extra workers must be hired and trained to replace the injured, which gives personnel departments extra work and adds cost. The 1954 slate of officers elected was as follows: president, George McWilliam; vice president, H. C. Langton; secretary, Miss E. Carr; treasurer, J. H. Rowland.

SALEM CHAPTER discussed the problem of orientation of workers on the job at the December meeting. Dr. Theodore Yerian of Oregon State College led the discussion. Officers for 1954 are: president, R. L. Lytle; vice president, Gene Huntley; secretary, Nell McCue; and treasurer, Roy Rice.

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION's publication, *Personnel Panorama*, carries an article on communications in the December issue. The article describes the National Society for the Study of Communication. The society was founded in 1949 and has an active membership of nearly six hundred. The purposes of the society are to study the nature of communication and its function in our society; to aid and encourage those

individuals or groups working to improve the communicating process; to evaluate specific courses already giving training in communication; and to make the results of their research, experiments and experience available to all who need such help. The society publishes a *Journal of Communication*. The editor is Francis Cartier, Florida State University, Tallahassee, Florida. President of the society is Herold Lillywhite, University of Oregon Medical School, Portland.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES heard Paul Popenoe discuss industry and family relations at the December meeting. Dr. Popenoe demonstrated in a practical way what management can do in respect to employee problems of a marital nature. Elementary principles of treatment as well as means of rapid diagnosis were described. Armed with knowledge, Dr. Popenoe believes that foremen and supervisors in many cases can solve the problems without being officious or offensive. The conditions governing satisfaction or frustration on the job are not very different from those governing satisfaction in the home. In both cases, the greatest failures lie in the

failure to understand psychological differences between the two sexes.

In a recent meeting of District 2 of the Association, Max Skaousen of Lockheed outlined the company's program for supervisory training. The program deals with: 1) Time budgeting, 2) Systematic delegation, 3) Leadman development, 4) Method study, 5) Worker improvement, 6) Work sampling, 7) Proper incentive systems, and 8) Experience charts.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO heard Stuart Chase speak on "Roads to Agreement" at the January meeting. For the past five years Mr. Chase, economist and social scientist, has been exploring the question of the causes and limits of human conflict. He discussed his findings and showed how they can be applied in a variety of situations. Mr. Chase demonstrated how every kind of conflict—from the family row, to the violent labor dispute, to the cold war—is related. He told about a number of the methods now in operation for reducing conflict. He underlined the principles which keep turning up in attempts to reduce friction in important human relations.

Attending the Conferences

PERSONNEL PLANNING FOR THE COMPETITIVE MARKET was the theme of the Northern Ohio Personnel and Executive Conference held in January in Cleveland. M. P. Koomar of the Aluminum Company of America, general chairman, emphasized the discussion of such topics as "Yardsticks for Measuring the Effectiveness of the Personnel Program"; "Organization Planning and Executive Development"; "Why Do People Act Like People"; and "Problems in Bargaining and Administering Fringe Benefits".

UNIVERSITY OF MICHIGAN for the seventh consecutive year will hold its *Summer Institute in Survey Research Techniques*. This special program is designed to illustrate the theory and application of survey research to such fields as business and human relations, education, psychology and sociology, political behavior, public affairs, public health, economics, and statistics. Again this year a special workshop will be offered in the practical application of survey research methods in these fields. The dates for the regular session are July 19 to August 13, with an introductory session from June 21 to July

16. For further information, write to the Survey Research Center, University of Michigan, Ann Arbor, Michigan.

MAJOR ISSUES IN LABOR RELATIONS, PERSONNEL ADMINISTRATION, AND HUMAN RELATIONS were spotlighted at the American Management Association's personnel conference held February 15-17 in Chicago. Wallace F. Bennett, United States Senator from Utah, opened with a discussion of clashing interests in human relations and how some causes of labor-management conflict can be analyzed and eliminated.

Sumner H. Slichter, Lamont University professor, Harvard, presented a comprehensive analysis of the pros and cons of the guaranteed annual wage. Panels discussed collective bargaining tactics; motivation; methods of handling people; and the personnel function. About 2,000 people attended the conference, which was planned by the association's Personnel Planning Council, a group of executives of member companies headed by Samuel L. H. Burk, director of personnel administration, General Foods Corporation, New York, and A.M.A. vice president in charge of the personnel division.

Appointments and Promotions

EDWARD T. SEEMER has been appointed director of industrial relations for the American Oil Company, New York. The announcement was made by Herschel D. Smith, president. He succeeds T. A. Aldridge, who recently was named a vice president. Seemer joined the company 21 years ago as assistant to the general credit manager in Baltimore. He held various positions with the company in the credit, payroll and personnel departments, and had been assistant industrial relations director until his present appointment.

organization. Mr. Rogers was once the librarian of Columbia University. He spent four years in the Army Air Force, and was associated with the investment banking firm of Smith, Barney, and Company for two years. From 1948 to 1952 he was in charge of the Grosvenor Library in Buffalo, and most recently has been director of the Rochester Public Library and of the Monroe County Library System.

RUTHERFORD D. ROGERS has been appointed chief of the personnel office at the New York Public Library, director Ralph A. Beals announces. In his new position Mr. Rogers will supervise personnel activities for the library's staff of 1800 employees. He will be in charge of recruiting new personnel, the placement of employees in the library's units throughout Manhattan, the Bronx and Staten Island, the administration of wages and salaries, and of other matters relating to staff

FOUR EXECUTIVES WERE NAMED TO NEW POSTS in the industrial relations department of American Steel and Wire Division, United States Steel Corporation, it has been announced by Francis J. Burr, director of Industrial Relations for the division. In the moves in Cleveland, Alex C. Davidson, Jr. became assistant director of industrial relations—safety; Robert J. Grenfell was made supervisor of labor relations; while Edwin O. Kumler assumed the newly created post of supervisor of safety. Moving to the AS&W Joliet plant from Cleveland is Rea C. Helm, Jr., who becomes superintendent of industrial relations of that plant.

What's New in Publications

PENSION PLANS ARE RELATED TO RETIREMENT PROBLEMS realistically in a new publication put out by Thompson Products, Inc. Thompson's feels a responsibility to its employees to explain company pension plans simply and to help them adjust to retirement. The retirement program is built on the following facts: 1) There are more older people now than there used to be, and they live longer. For most of us, retirement will be a normal part of a normal life, perhaps one-third of our adult life. 2) Retirement should be anticipated and planned for while an employee is still working. Those who retire "cold", do so unhappily. 3) Company pension plans plus social security are not enough. The individual must do his part if he wishes to retire above the minimum subsistence level. Paid-up insurance, mortgage-free home and personal savings are necessary for the well-being of the retired employee and his family. 4) Economic needs are not the only consideration. This suggests that a person must retire *to* something, not *from* something; make a *change* in activity, not *end* activity. 5) When an employee retires he needs, above all else, a substitute for his lost work day. For a retired person the hours from 9 to 5 are not leisure time; they constitute free time. Leisure time is for recreation, free time is for re-creation. 6) Vast sums of money are being put into company pensions, but unless this money is translated into human values in the lives of people, it may prove to be a poor investment. To do this it is necessary to start workers thinking of the over-all problems of retirement while they are still on the job.

The pamphlet, gaily covered in red and decorated with a cartoon, is called *Retirement is What You Make It*. The pension plans are clearly explained; points to remember about social security are out-

lined, and suggestions are made for personal savings schemes. This looks like a very helpful aid to happy retirement. Thanks to J. C. Nichols, staff director, company pensions, who sent us the booklet. Thompson Products, Inc. is located at 23555 Euclid Ave., Cleveland 17, Ohio.

TRAINING IS MORE THAN A GLAMOROUS CONFERENCE-ROOM JOB, according to a statement in *Establishing a Training Program, Selected Experiences*, a new bulletin published by the Institute of Management and Labor Relations, Rutgers University. The largest part of the job lies in the laborious and exacting task of defining, developing, selling and preparing the program, says William V. Machaver, training director, Johnson and Johnson, New Brunswick, N. J. The bulletin contains papers on the installation and improvement of industrial programs of training and education.

William S. Walker, director of safety and training, American Smelting and Refining Company, Perth Amboy, N. J., in pointing out the advantages of a training program, says that it provides a reserve of foreman-candidates, making unnecessary hasty or prejudiced promotion. New appointees have been carefully selected, trained, and observed. They have shown that they can do the job. They don't have to be apologized for.

Training in human relations will, in the future, have as its objective the making of "well-adjusted" people, believes Morgan Upton, chairman, department of psychology, Rutgers. Not, he explains, in the sense of "satisfied" people, but in the dynamic sense of people who understand their roles in relation to the roles of those with whom they work, and who see adjustment not as a fixed pattern of action, but as a continuously changing pattern of influences from other people.

The bulletin is available from the Institute of Management and Labor Relations, Rutgers University, New Brunswick, N. J., at 25¢.

WORKMEN'S COMPENSATION LAW IN NEW YORK is too expensive, is the conclusion of a new book, *Forces That Spiral Workmen's Compensation Costs*. The 110-page volume was prepared by Dr. Joseph S. Keiper, associate professor of economics at the Graduate School of Business, New York University, who is economic consultant for the special committee on Workmen's Compensation of the Commerce and Industry Association of New York. The report is the result of more than six months of intensive research conducted on behalf of the Association, which is making a continuing long-range study of the problem. Dr. Keiper feels that disturbing trends have been revealed. These trends have their roots deep in the law, its interpretation, and the resulting attitudes. The almost universal tendency to exploit any insurance system must be taken for granted. But the experience of New York is in contrast to that of the rest of the country. The proportion of claims indexed to accidents has moved ahead. The heart case of today becomes symptomatic of the gradually successful attempt to confuse the hazards of working with the normal risks inherent in living. The composition of age groups according to kind of disability, the trend of reopened cases, and the increasing burden of lump-sum adjustments suggest a perversion of the objectives of workmen's compensation. Dr. Keiper concludes however, that research and imagination by government, business and labor can solve the problem. All of these groups are dissatisfied at present, and with good reason. The book is available from the Commerce and Industry Association of New York, Inc., 99 Church St., New York 7, N. Y. at \$1.50.

THE BEST SOURCE OF NEW SALES PERSONNEL is the college and university, according to 140 manufacturing companies participating in a survey recently completed by the National Industrial Conference Board. The Board found that over half of these firms recruit new sales personnel right on the campus. Sixty companies cooperating in the survey report finding good sales material in other departments of their own organizations. In addition, NICB found that salesmen presently employed and other personnel within the company provide leads on possible new additions to the sales force in forty-two of the companies surveyed. Forty-three per cent of the companies give sales trainees at least one year's training, prior to full-time selling assignments. About two out of three companies report some form of continuing training for experienced salesmen. The information is contained in *Good Salesmen Don't Just Happen*, obtainable from the Division of Business Practices, National Industrial Conference Board, Inc., 247 Park Avenue, New York 17, N. Y.

AN INDUSTRIAL HEALTH PROGRAM IS VITAL TO INDUSTRIAL PROGRESS, according to the American Institute of Management. In a report being distributed to its 12,000 members, the Institute finds that there is still much to be done for the health of persons in industry. Emphasizing that good health is good business, the Institute observes that a well-rounded, soundly administered industrial health program more than pays for itself in terms of reduced labor turnover, less absenteeism, reduced compensation premiums, and fewer cases of occupational disease. Other advantages include reduced spoilage, improved morale, increased worker productivity, and a lengthened span of working years. The report points up the need for coordinated medical programs in industry. It makes up the December number of *The Corporate Director*, and may be obtained from the

American Institute of Management, 125 East 38th St., New York 16, N. Y.

TRAINING DIRECTORS GET A GOING OVER in the November-December issue of the *Journal of Industrial Training*. "Tomorrow's Training Director" is described by W. C. Christensen, Eli Lilly and Company, and president of the American Society of Training Directors. The purpose of training, he says, is to create in people desirable changes in knowledge, skill, attitude, and behavior. Some terms commonly used by training people are defined in the article. One of them: "A conference is a place where conversation is substituted for the dreariness of labor and the loneliness of thought". The *Journal of Industrial Training* is published by the American Society of Training Directors.

Is "COMMUNICATIONS" A SACRED COW? asks an article in the December issue of

Personnel Management, published in England by the Institute of Personnel Management. T. M. Higham, chief industrial psychologist, Rowntree and Co., Ltd., feels that "we are now rapidly reaching the stage where failures in human relations are ascribed to 'poor communications'—no longer to failures of human beings." He thinks we are in danger of assuming that all problems can be solved by verbal means alone. Attempts to improve communications by means of aids to clear speaking will not show much result unless what is said is of interest in the first place. When making a speech, as Winston Churchill has pointed out, what matters most is who you are, then how you say it, lastly what you say. The personal factor, the author concludes, is the most important in communications. Information and publications officer of the Institute of Personnel Management is Miss E. M. Harris, who may be addressed at Management House, Hill St., London, W.1.

Looking Over the Employee Magazines

WEST COAST TELEPHONE COMPANY, EVERETT, WASHINGTON, publishes *Crosstalk*. The magazine is printed on 28 pages of coated paper, and illustrated with photographs. L. A. Gritten is the editor. Most of the magazine is devoted to reports from the various branches. The November-December issue has a two-page article on the Separation Study, by Darrell Duane. The article describes the study, and the different departments and persons working on it. Names of people are played up.

LEWERS AND COOKE, LIMITED, puts out a pleasant little twelve-page magazine called *Builders' Family*. The editor is Barbara Collins. Most of the space is devoted to news about employees, and accounts of activities, especially sports. An interesting feature is a column by the president of the

company, E. L. Paris, in which he offers to answer employees' questions. The column is also used for letters congratulating employees on extra courtesy or helpfulness. Just one question, where is Lewers and Cooke? The address doesn't appear anywhere on the magazine, but there are some clues. References to the mainland, plus pictures and names of employees, indicate that the firm is located in Hawaii. Sentences like the following strengthen this conviction: "Approximately 3,000 kanes, wahines and keikis came to look and learn when L and C's store-wide 'Do It Yourself' evening was held September 22. . . . There were balloons for all the keikis, and kau kau for everyone." Another clue is the cover picture of man wearing a lei, with the caption *Aloha, Bill*. Please, Barbara, write and tell us where and what you are,

and translate those intriguing words we quoted. What in the world is "kau kau"?

SCOVILLE MANUFACTURING COMPANY, WATERBURY, CONNECTICUT, has sent us three copies of *The Bulletin*, published by the company for its employees. These three particular issues, for January, February and December, 1953, tell an interesting continued story. The first describes a Christmas party that the Philadelphia office gave in 1952 for a group of orphan children instead of for each other. "We can't express all the things that happened to us, and inside us, at our first office Christmas party," wrote W. R. Pothier. "But, whatever it was, we know we want to experience those feelings again. . . . We want to share our revelation with all of you because it was an experience too precious not to be shared." The February issue carries a picture of the children at the party and says, "The enthusiasm and interest with which Bill Pothier's article was received leads us to believe that our Philadelphia group might well be starting a different trend in the way of Christmas office parties." The December issue gives the happy ending. The Philadelphia office decided to have the same kind of party again in 1953, "because all feel that the office party helped in adding real meaning to our personal celebrations at Christmas." In other Scoville offices, the December article reports, employees have dressed dolls, filled stockings, repaired toys, and helped send bundles to Korea. This is a heartwarming record of the true spirit of Christmas and an example of how good ideas can spread through the medium of an employee publication. *The Bulletin* is a four-page news sheet. The editor is Margaret E. Fenske. The address is 90 Mill Street, Waterbury, Connecticut.

CONTINENTAL CAN CO. OF NEW YORK, publishes *Seattle's Report* at Plant 31. Jack L. Rhines is editor of the informal ten-page

report. Besides the usual news items about employees, the report carries a variety of short articles of general interest, presumably by employees. One is on gardening, one on winterizing the car, and another on a hobby.

THE FIRST NATIONAL BANK OF ATLANTA, GEORGIA, has a neat little magazine called the *Five Pointer*. Judging from a sketch on the cover, the five points refer to bank locations. The masthead of the publication is rather unusual. Instead of an editor, there is an editorial counsel, Howard P. Hildreth, and a Publication Advisory Committee, Winslow E. Pike, and McCoy C. Campbell, Jr., personnel officer. There is a long list of co-editors from various departments and branches of the bank. The statement on the masthead is, "The co-editors will welcome any news handed in by any employee. Items dealing particularly with your activities, your hobbies, your children, will be welcome. The purpose of this magazine is to help us become better acquainted with each other and to learn to know the bank and its ideals better." One page of the magazine is set aside for household hints solicited from the readers. The make-up of the magazine is unusually pleasing, and there are some good sketches as well as photographs.

HOSPITAL SERVICE ASSOCIATION OF PITTSBURGH staples together twelve clearly-printed sheets of news about employees. Pictures and sketches decorate the pages, and the Christmas number has a handsome three-color cover design on yellow paper. Health care for older people is the subject of an informative short article in the same issue. Domestic-minded employees have contributed favorite recipes for the holiday number. Baby pictures of well-known employees make a nice puzzle feature labeled "Whozzit?" Elizabeth Bachman is the editor.

OLIVER IRON MINING DIVISION, UNITED STATES STEEL CORPORATION, reports in the December *Ore, Iron and Men*, on 'Union and Management Cooperate in Hospital Fund Drive.' A recent polio epidemic brought vividly to the attention of Hibbing residents the need for increased hospital facilities. \$1,250,000 is necessary to provide about 100 more beds in three new wings. United States Steel Workers Local 1663 has made a memorial donation of \$2,000 which will provide a three-bed ward in one of the new wings. Heads of the union are co-operating in the individual employee subscription campaign which is now under way. The expansion fund committee has urged that all industrial employees in the area donate a day's wages per year for three years. Bob Burke is the editor of *Ore, Iron and Men*.

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION has put a new cover on *Cupa News*. It is an abstract design composed of geometrical figures. The publication is mimeographed, with the exception of two pages of off-set printing on which photographs also appear. A picture of people squinting into the sun bears the caption,

"How many can you name?" The person who can identify the largest number of people in the picture (participants in the annual conference of the organization) will win a prize. Frank A. Ives is the editor.

STANDARD OIL COMPANY OF CALIFORNIA gets quite an international flavor into its monthly, *The Standard Oiler*. A seagoing salesman describes his tanker cruise to Alaska in an article, "Fuel for Alaska." Every month seems like Christmas to Francesca, according to another article, which describes what happened when one Standard Oiler 'adopted' an Italian war orphan. This is another example of Christmas giving that pays interest to the giver through the years. A section called "Behind the Scenes," on the first page, informs readers that "at the recent annual convention for Pacific Coast industrial editors, your magazine was presented the Over-all Excellence Award for 1953 in competition with all employee magazines on the Pacific Coast. In addition, special awards were received for the best layout of a story, layout of a whole issue, pictorial story, recreation photo and industrial photo." Congratulations to editor William H. Jones, and the *Standard Oiler*.

(Conference Calendar—continued from page 362)

- 7-8 Houston, Texas. Rice Hotel
Southwest Area Conference. Industrial Relations. Mr. Leonard Pattillo, Publicity Chairman, Texas Manufacturers Assn., M&M Bldg., Houston.
- 12-13 Washington, D. C. Statler Hotel
Society For Personnel Administration. Annual Conference. P. O. Box 266, Washington 4, D. C.
- 20-21 New York. Waldorf-Astoria
National Industrial Conference Board. General Session. 247 Park Avenue, New York, N. Y.
- 23-26 St. Louis, Mo. Jefferson Hotel & Kiel Auditorium
National Office Management Association. 35th International Conference. NOMA, 132 West Chelton Avenue, Phila. 44, Pa.
- 26 East Lansing, Mich. Michigan State College. Union Building
Michigan State College. Fourteenth Workshop Conference. Paul L. Moore, Head, Dept. Business and Industry, Michigan State College.

SITUATIONS WANTED

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available now. Resume on request. Reply Box 232.

LABOR RELATIONS ASSISTANT: 3 years experience as consultant to management in varied manufacturing industries. Major work has been in contract negotiations, arbitrations, and NLRB proceedings. Experienced in wage and salary administration. Interested in staff level position with multiplant manufacturer. Attorney. Master's Degree in Labor Law. Age 30. Will relocate and travel. Box 235.

INDUSTRIAL RELATIONS—LEGAL COUNSEL: Attorney, over 5 yrs. experience negotiations, arbitration, wage and salary administration, supervisory training, policy development; general corporate legal background. Presently assistant to personnel vice president multi-plant 150,000 employee Eastern firm. Desire position of increasing responsibility. Relocate. Reply Box 254.

PERSONNEL RESEARCH: 2 years experience in job analysis, 1 year vocational counseling, 3 years engineering research. Seeking challenging position in personnel psychology with emphasis on analytical and technical skills rather than administrative skills. Columbia MA. Age 30. Married. Prefer northeast. Reply Box 257.

INDUSTRIAL RELATIONS: Eight years experience as Personnel Supervisor in the Electrical Industry in Pennsylvania and Ohio. Full staff responsibility in Personnel functions. Includes Plant Dispensary and Plant Newspaper. Prior experience seven years in newspaper editorial work. Prefer eastern location. Resume on request. Reply Box 258.

INDUSTRIAL RELATIONS: 4 yrs. experience in organizing and supervising personnel and public relations. Seeking executive training with corresponding responsibility in personnel or related field. South or Southwest location. Married veteran, age 28 with B.A. degree. Reply Box 259.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 261.

INDUSTRIAL RELATIONS: Prefer labor relations or wage and salary administration. Over 3 years experience all phases as Personnel Manager, small plant. Age 28, married, I.R. degree. Present salary \$6,000. Resume upon request. Reply Box 263.

INDUSTRIAL RELATIONS: 11 years diversified and progressively responsible experience in wage administration, placement, recruitment, management consultation, teaching. Age 36, married. 1 child. Prefer Midwest or West coast. Box 264.

PERSONNEL ADMINISTRATION—HOSPITAL ADMINISTRATION: Over three years experience as psychologist and personnel officer in general medical hospital. Total five years experience in broad personnel program. M.A. degree in psychology. Age 34. Will relocate. Reply Box 265.

I HAVE 40 PRODUCTIVE, CREATIVE YEARS AHEAD in which to grow and contribute to your company's growth. NOW I offer 2-1/2 years rounded personnel experience, ability, ambition and top potential. Presently employed as employment Supervisor in manufacturing plant of 2,000 employees BA Psychology, Personnel. Age 29. Married. Reply Box 267.

LABOR RELATIONS ASSISTANT: 8½ years diversified experience includes: analysis of wage and salary rates, job classification systems, and other labor data; research and advice to parties on content and administration of labor contracts, settlement of specific disputes and grievances, formulation of personnel and labor relations policies, and interpretation of labor legislation; writing and editing statistical and expository labor relations bulletins and other labor education materials directed both to management and labor. M.A. Sociology, minors psychology and economics, Colorado College, Phi Beta Kappa. Career woman, age 35, single, excellent health; willing to relocate and travel; available on short notice. Full resume on request. Salary open. Reply Box 268.

INDUSTRIAL RELATIONS: BA, MBA. 2 years labor relations consulting plus some experience as Personnel Manager, Staff Assistant and in training work. Published book and articles on Industrial Relations subjects. Desire position in union relations or wage and salary administration with growing firm. Reply Box 269.

PERSONNEL ADMINISTRATION: A valuable assistant or staff member. 7 years experience in interviewing, testing, counseling, and placement. Stable, progressive employment history. Now doing graduate study in personnel administration. Available in June. Married, one child. Prefer Virginia, North Carolina, or adjacent states. Reply Box 270.

PERSONNEL Journal

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LABOR RELATIONS AND PERSONNEL PRACTICES

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President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

APRIL

- 20-21 Berkeley Calif. Claremont Hotel
California Personnel Management Association. 31st Pacific Coast Management Conference. Fifth Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley 4, Calif.
- 24-May 1 Chicago. Hotel Sherman
American Association of Industrial Nurses. Annual Meeting. Publicity Committee, American Assn. Ind. Nurses, 205 N. LaSalle Street, Chicago 1, Ill.
- 28-May 1 New York. Park Sheraton Hotel
International Association of Personnel Women. Fourth Annual Conference. Miss Dee Aufderheide, Publicity and Public Relations Chairman, % Anheuser-Busch, Inc. 721 Pestalozzi, St. Louis 18, Mo.

MAY

- 5-6-7 Milwaukee, Wisc. Schroeder Hotel
American Society of Training Directors. 10th Annual Conference. Mr. Frank M. Beudert, Publicity Chairman, % A. O. Smith Corp., Milwaukee.
- 7-8 Houston, Texas. Rice Hotel
Southwest Area Conference. Industrial Relations. Mr. Leonard Pattillo, Publicity Chairman, Texas Manufacturers Assn., M&M Bldg., Houston.
- 10-14 Cincinnati, Ohio. Xavier University
Management Development Institute. Second Annual Management & Executive Development Institute. Logan Hall. Frank L. Luken, Institute Director, Management Development Institute, Xavier University, Cincinnati 7, Ohio.
- 12-13 Washington, D. C. Statler Hotel
Society For Personnel Administration. Annual Conference. P. O. Box 266, Washington 4, D. C.
- 20-21 New York. Waldorf-Astoria
National Industrial Conference Board. General Session. 247 Park Avenue, New York, N. Y.

(See Other Conferences Itemized on Page 427)

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Editor to Reader:-

THE PERPETUAL TRAVELER HAS A GREAT MANY EXPERIENCES that are denied the stay-at-home. The search for travel and sleeping accommodations affords many an unusual experience. It is not uncommon to find that nothing satisfactory is available, and this is apt to come at a time when all you can think of is getting a night's rest after a long trip or a hard day.

Recently I landed in one of our larger cities and went to the hotel, where I presented their acknowledgment that a room was waiting for me. Along with a dozen others I waited at the registration desk, only to be told blandly "We're sorry; it was not possible to hold your reservation."

The other disappointed travelers meekly accepted referral to another hotel, which was very courteously and efficiently arranged. Not I! I had been in that hotel too often and had met the same situation there and elsewhere too many times to be so easily discouraged. A little vigorous conversation with the night manager eventually produced for me and my companion a night's rest in the "Royal Suite"—priced at \$78 per night—slashed to \$16 for us! The manager remarked sadly as he made the arrangements "I have been in this business for 45 years and I haven't seen the answer yet."

DID YOU EVER HAVE TO DISCHARGE ANYONE? Most of us shrink from so unpleasant a task and top executives are no exception. The most difficult part of it is the personal relationship. I think this is the reason why the job is so distasteful and so rough on most of us. In fact, the matter should not be a personal one at all but should rest on an impartial estimate of the individual's performance.

This gives me the opportunity to object to a phrase so frequently heard, "He's no good." I suppose there must be some

people in the world who are literally "no good". But surely, any accurate appraisal will reveal that practically every person is effective in some situation. The fault often is with the employer, who has not ascertained the capabilities of his employee and does not know how to assign him, or who is unable or unwilling to create a condition under which he can satisfactorily perform his duties.

Now and then, a new chief executive finds himself at the head of an organization with an accumulation of misfit employees. His newness makes it easier to measure the degree of unsuitability. There is always the temptation to "clean house"—made easier by the lack of any personal relations between the doomed employee and himself. Nevertheless, you don't lightly dispossess people from their livelihood, always with the possibility that they may not find another job that will be at all comparable.

Indeed, there is no reason why the new chief should be obliged to do his predecessor's "dirty work". Yet, often he sees that something drastic must be done if the organization is to retain its vigor and give him the support that he must have to achieve the success which is expected of him.

I was an interested participant in a situation of this kind in which the new chief found quite a number of employees who were not meeting any reasonable standard of performance. Indeed, of one of these—a man of 22 years' service—it was said, "We have known for 22 years that he was not qualified for his job". The new president was a man who always acted with great consideration for other people. Yet it was evident that some changes had to be made. He not only did not wish to bear the burden himself of ferreting out and dismissing unqualified employees, but he did not

wish to subject department heads to such an onerous task.

To meet this situation he used a newly created administrative committee, appointed when he first took office and consisting of heads of the eight line and staff divisions of the company. He used this committee strictly as an advisory body and, at meetings held each week, called on them to advise him on matters of common concern in the management of the company.

At one of the early meetings of this committee something was said about an inefficient employee. This brought comments from other members about other unsatisfactory performers. After some discussion, the chief met this situation by suggesting that the committee review the record and current performance of any individual whose work was in question. By discussing each case in the administrative committee, no employee would be separated without full consideration at the highest level. This would prevent any bias or unfairness. In addition, and much more important, it would mean that any decision to separate an employee would have been made by "the administrative committee" and not by any individual. This diffused the responsibility so that it became impersonal—one of the primary needs in a situation of this kind.

In this way, thirty-five employees were separated in about eighteen months. The action was tempered by a liberal separation allowance, and made more bearable to those affected by having each case referred to the personnel manager for assistance in placement elsewhere.

Not only was this program effective in accomplishing the main aim of relieving the organization of unsatisfactory performers, but it actually brought about an improved state of morale among the remaining employees—some 1500 in number. Everyone had for years recognized that a good many people "got away with murder". Now it was apparent that the people had to earn their salaries. Yet, morale was not impaired because it was evident that all those who

were separated had been treated fairly and had been given assistance in finding new positions.

In the end, the only man we couldn't satisfactorily help was an old fellow, a former watchman, who insisted on having his separation allowance in a lump sum, which he invested in a chicken farm. Unfortunately, after a few months he had a fire which roasted all his chickens. With no insurance, he was back where he started.

SUPERVISORY CONFERENCE TRAINING IS ALL THE RAGE NOWADAYS. The Merchants & Manufacturers Association of Los Angeles has long been helping employers do a better job in all departments of personnel administration. A two-page memorandum to members, dated October 1953, has some timely comments on this subject under the heading, "A Re-Examination. The Supervisory Conference: A Super Cure-All?" The letter says in part:

"The supervisory conference is in danger of turning into a fad, and of losing its tremendous value through misuse. Introduced to business by the social scientists as an effective psychological scalpel for cutting through man's resistance to change, the conference is fast becoming the badge of industrial respectability.

"It's getting so that a personnel man is ashamed to show up at his professional society meeting if there isn't a conference somewhere in the works. This is not necessarily good. The conference, and the conference method (they don't always go hand-in-hand), are based on the notions that a man will be less pigheaded in public than in private, and that a dozen men are twelve times more likely to have a good idea than one man. But the conference by itself can be worse than worthless. No matter how skillfully a supervisor is led to believe in conference that employees should be treated as human beings, the entire impression may be reversed by a heavy-handed bawling-out from his supervisor.

"No conference can correct, by itself,

the troubles brought on by an otherwise poor or non-existent personnel policy. No conference can bring harmony into an organization that's riddled with empire-builders. Some executives are trying to cure the symptoms of those troubles by liberal doses of round-the-table discussion. But discussion that has no goal and can change no bad practices isn't worth the time of the participants nor the money of the employers. Used properly, the conference is the most effective method yet discovered for getting the cooperation of a group. But used as a substitute for a good program, it is a mockery of the human relations it pays lip service to." Amen!

PALMER WENTWORTH'S ARTICLE "HOW TO IMPROVE EMPLOYMENT INTERVIEWS", which appeared in these pages last June, was recently used as a basis for a personnel club meeting. The assistant editor sat in with more than one hundred members of the Personnel Managers Club of the Greater Boston Chamber of Commerce. A special five o'clock session preceded the club's regular February meeting, which was planned by Verner Nelson.

A panel moderated by Clarence Forbes of Boston University heard a tape-recorded employment interview and gave their ideas on how the interview could have been improved. Wayne Keith of the New England Telephone and Telegraph Co., V. Arthur Katz of the Gilchrist Company, Marchant W. Eldridge of the New England Mutual Life Insurance Company, and Robert Lundglad of the New England Mica Company discussed the need for cultivating an objective attitude during the interview to do away with bias in selection of people. The

possession of a careful job description was said to be a great help in choosing workers for special jobs; the former incumbent can be asked to help itemize what his duties in the job were. In general, there was agreement with Mr. Wentworth's findings which pointed to the need to greatly improve employment interviewing.

Reprints of *Personnel Journal* articles are used a great deal in the training of industrial and governmental personnel. Such use as this in club meetings is less frequent. If your club does it, we will appreciate it if you will tell us what article served as the basis for discussion and how the discussion went.

The evening meeting followed a delicious buffet supper presided over by the charming president of the organization, Mrs. Viola Saltmarsh of Tufts College. Four representatives of line management—Ernest Books, New England Power Co., Walter Kaminski, Reed Rolled Thread Die Co., Franklin Harrauld, American Optical Company and Chandler Towns, Graton and Knight Co.—told "What's Wrong with the Personnel Department?" Plenty of criticism was aired, beginning with the plea to "try to send us people we can use," which is hard to do in a time of full employment.

The chairman, Leslie Woods, personnel director of Raytheon, encouraged a lively discussion which was participated in by many in this largest meeting of the club this season.

Ned Hay

It's one thing to listen sympathetically while an employee straightens out his own thinking by telling what's "eating" him—and quite another to *direct* that employee toward your own solution to his problem. The writer favors non-directive counseling and tells why he believes it will have an increasingly important place in personnel programs.

Client-Centered Therapy in Industry

By ERWIN SCHOENFELD, Personnel Manager
Arwood Precision Casting Corp., Brooklyn, New York

THERE appears to be an ever-increasing need in industry for effective counseling programs. Where successfully employed, such programs increase productivity and efficiency, decrease labor turnover and absenteeism, reduce the number of accidents, and generally improve morale. Because of its very nature, the client-centered method of counseling is considered by numerous authorities to be most applicable to industrial situations.

Client-centered therapy may be described as a method of guidance which enables normal employees to seek readjustment of their problems in the light of their newly-acquired orientation. The skilled counselor using this method establishes an extremely permissive relationship which allows the "client" to do with his appointed hour as he wishes. The counselor gives the counselee the idea of his acceptance of him, and establishes a situation which will enable the subject to clarify his feelings and emotions without the customary fear of disapproval. The counselor constantly reassures the client by means of his tone of voice, choice of words, facial expressions, and general poise and bearing, that he accepts the client in his entirety—his behavior, thoughts, wishes, feelings and emotions.

HOW THE METHODS OF THERAPY DIFFER

Client-centered therapy is quite different from directive therapy. The latter makes use of persuasion, points out specific problems that need correction, interprets results of psychological tests, and asks the patient directive questions. The counselor guides the therapeutic process and accepts responsibility for the individual's readjust-

ment. In non-directive or client-centered therapy, on the other hand, the counselor merely recognizes and re-states the client's expressed feelings. The counselee rather than the counselor guides and assumes responsibility for the success of the treatment. The employee is permitted to express his emotions and feelings openly—assured that the counselor will accept them readily. He is thus given the opportunity to gain new insight into his problems and to adjust himself to them.

Employee counseling programs may be said to have originated at the Hawthorne Plant of the Western Electric Company in 1927. Studies there were intended at first to determine the relation of working environment and conditions to production, but later brought about the establishment of a well-organized employee counseling program subscribing to the non-directive therapeutic method. This type of counseling has met with great success at Western Electric and is still used with twenty men and twenty women counselors each serving about three hundred employees.

Many types of problems are handled by such counselors. A number of the maladjustments dealt with are related to marital, emotional and vocational problems. Others have to do with psychopathic, neurotic and border-line personalities, to help them return to their best level of productivity. Counseling programs often deal with individuals who have frequent personality clashes with their associates or supervisors, or employees who habitually break company rules. Individuals who have had an excessive number of work accidents, as well as employees with high records of absenteeism, often reveal personality maladjustments which can be treated in an industrial counseling program. In addition, such programs frequently disclose areas of poor morale for further study and possible rectification.

TYPICAL PROBLEMS HANDLED BY THERAPY

The following are examples of problems handled by the client-centered counseling program at the Hawthorne Plant, which are typical of most industrial cases:

- (1) An employee who feels that his progress is too slow and who cannot see any chance for further progress in his department.
- (2) An employee, in a group which expects to be transferred soon, is disturbed by the insecurity of the situation.
- (3) A young man who is worried about being drafted.
- (4) An employee who has been offered a higher-paid job elsewhere but cannot decide whether to accept it.
- (5) A young woman having difficulties with parents over getting married.
- (6) A young man with a neurotic wife.
- (7) A young woman whose husband has deserted her.
- (8) Friction with other workers on the job.
- (9) A woman disturbed by her supervisor's criticism of her work.

The counseling customarily begins with the counselor telling the client that he has no preconceived answers, and that solutions will be found after talking over the problems together. In the course of treatment, the client first gives vent to negative

feelings of doubt, guilt, inferiority, anxiety and hostility. At this stage he feels himself worthless. As the client realizes that he is understood and accepted, he becomes less inhibited and freer to work out his problems. Soon he is expressing feelings which had previously been repressed and, as the therapy proceeds, he may feel less self-critical. With the help of the counselor, the client develops an increasing amount of insight and acceptance of himself and his problems, mostly as a result of his own efforts.

As the client becomes sufficiently strong, he comes to the conclusion that he no longer needs the counselor. Though there may be a temporary relapse as the relationship draws to an end, the client feels enough self-confidence to take further positive steps toward readjustment.

LIMITATIONS OF THE METHOD

It should be mentioned that client-centered therapy assumes that the individual possesses a drive for health and readjustment. It stresses the emotional rather than the intellectual. The immediate situation is emphasized, not the emotional trauma of childhood, and it is this that appears to recommend it for industrial use.

This type of therapy can not, of course, be used in all instances. The client must possess enough intelligence to talk over his emotions and tensions with the counselor. He must have the capacity to cope with life; must possess sufficient emotional stability; his environment must not be too unfavorable; a certain amount of emotional freedom from the family is essential; he should not be too old, usually not over fifty; the personality must not be overly rigid; he must sincerely want help.

To make the counseling program most effective, it is usually necessary to free the counselors from any other responsibilities. It has been found by Western Electric and others that, when industrial counselors are involved in other personnel functions, they are not able to establish the necessary rapport with the "client".

The client-centered therapist has a dual responsibility—to the employee and to the company. First, he must stress the overall adjustment of the individual, rather than dealing with the immediate problem alone. At the same time, he must know which problems are within his ability to deal with in an industrial situation, and which employees he should refer to an outside agency that is better equipped to handle them. In organizations where the program is also used to appraise morale and determine employee attitudes, the counselor will pass on his findings to higher management, while guaranteeing to each employee the anonymity of the counseling session.

With the end of the war in 1945 and the resulting changes in the labor force, many industrial counseling programs were discontinued or seriously curtailed. It should be remembered, nevertheless, that even though industrial counseling is today not very prevalent, its advantages are recognized in personnel thinking and will be more appreciated with the passing of time.

Rank-and-file employees and their supervisors, like most of us, are "allergic" to statistics which make up the bulk of most annual reports. The C & O confirmed this by a survey—tells what they propose to do to reach more employees with more information of the kind they want.

A Railroad Checks on Its Communications

By FRANK J. HOUSEHOLDER, JR.*

Chief of Personnel Services

The Chesapeake and Ohio Railway Company, Cleveland

IN June 1953 the Research Division of our Personnel Department conducted an employee opinion survey of communication activities on the C & O. A total of 748 officers and employees at 7 major points were interviewed. The interviews were conducted by a staff of 28 C & O officers who had been given special training for this assignment. Each interview lasted about 30 minutes and was usually conducted in private and on company time.

Inasmuch as this represented our first experience with a survey of this kind on a system-wide basis, we were very much interested in the reactions of employees to being asked their opinions. As might be expected, many employees were quite surprised at this procedure, but were pleased to have management seeking their opinions. 18% of them expressed strong approval; 68% moderate approval; 12% had no objection. Only 1% had some objection to being questioned, while 1% were uncertain about it. The fact that only 2% felt negatively and that only one employee refused to be interviewed was gratifying.

The survey dealt principally with the Annual Report because it was the most recent company publication distributed. Each interviewee was shown a copy of the report, from which the title on the cover had been removed. Two-thirds of the employees were able to identify the report.

As an instrument for informing employees, the report had very little impact. Generally speaking, the employees had merely glanced through the report or had not read it at all. In the three districts covered, from 9 to 12% had read the report

* This article summarizes the major findings of a study carried out by the Personnel Research Division. W. E. Kendall, Director of Personnel Research, and H. J. Zagorski, Staff Assistant, conducted the survey.

thoroughly; 2 to 3% had read some of it thoroughly, 47% had merely glanced through it; 7% had not looked inside; 31 to 35% were listed as "not determined".

Most employees were pleased that the company had made the Annual Report available to them. It appears that the mere reception of the report has some goodwill value for the employee. Reaction to the receipt of the report was analyzed as follows: 38% were pleased to have a copy and would like to have a copy every year; 29% made general laudatory comments; 6% liked the report's use of pictures; 5% think it is well written; 11% made other comments and 11% made no comment about it.

The statistical tables had little appeal. Employees indicated their inability to understand these tables, as well as an indifference toward such information. More employees (27%) commented specifically on their dislike of the statistical material than on any other feature of the report.

Certain illustrated articles were the best-liked features of the Annual Report. This was probably due both to ease of understanding and appeal of content matter. The most popular were "What Lies Ahead for Coal", "A Railroad Rides the Waves", and "Progressive Railroading". All three had appeal for both districts, the coal article being most popular on the Chesapeake District, and the ship article on the Pere Marquette District.

EMPLOYEE MAGAZINE BEST-LIKED OF PUBLICATIONS

Owing to considerable dissimilarity in the eleven publications covered in the survey (Tracks, Safety Digest, Railway Progress, Stock Purchase Plan booklet, etc.) our conclusions are less specific than on the Annual Report. However, some generalizations include these: (1) Tracks Magazine (5" x 7"—80 pages) scored highest in employee interest and, together with the Annual Report, had considerably more appeal to employees than any other of the publications that are issued periodically; (2) Among the special booklets issued, the Stock Purchase Plan booklet rated as the most easily understood of the group, and the government booklet on the Railroad Retirement Act rated as the most difficult.

To help us plan our future communications activities, efforts were made to ascertain the usual sources that employees now look to for information about the company. The major findings were these: (1) Employees rarely consider their supervisor as a source of information about the company; (2) Excepting *Tracks* magazine, the most usual sources of company information are outside of the company (newspapers) and outside of official channels within the company (sandhouse, rumor, etc.); (3) Supervisory personnel also list "sandhouse" and rumor as important sources of information. By percentages, the various sources of information mentioned by employees were: *Tracks* magazine, 49%; newspapers, 42%; sandhouse, rumors, gossip, 41%; company or industry publications other than *Tracks*, 38%; friends who have access to official information, 27%; working near official information, 16%; bulletin board, 13%; supervisor, 6%; meetings such as Better Service conferences, 3%.

The infrequent mention of the supervisor as a source of information, and the frequency with which supervisors report sandhouse as a source, point to (a) Inadequacy of information, and (b) Ineffective use of existing information. We have concluded that one of the most effective attacks on this problem is to continue to encourage at all levels the use of meetings, individual conferences and day-to-day contacts as opportunities for keeping subordinates informed. We will work with department heads to encourage all levels of supervision to make more use of this type of communication.

In addition, we are going to work with the various departments to increase the use of written materials, such as departmental letters which now go to a relatively restricted group. Factual material such as this will serve as a valuable supplement to the information received on a face-to-face basis, thus producing a more adequately informed supervisory force. In order to increase the effectiveness with which information is used, we plan to place additional emphasis on supervisory training.

Employees used varied bases for judging interest and understanding. Underlying many of these bases is an appetite for easy-to-digest information, which is vital to employees, their families and their own jobs. In addition, they enjoy simply-presented material about railroading, the C & O, familiar people, places, and humor.

We will explore the possibility of preparing a special edition of the Annual Report which might have a broader appeal and wider readership among employees.

We plan to make additional surveys of this type from time to time as a means of evaluating the effectiveness of our communications. In addition, the data and employee opinion thus collected will be invaluable in helping all departments to plan constructively for the future.

About the Authors

Erwin Schoenfeld, Personnel Manager of the Arwood Precision Casting Corp. of Brooklyn, has a B.A. in Psychology from Queens College and an M.A. in Labor Relations from New York University. Prior to his present connection, he was engaged in psychological research and development with the Office of Naval Research, and was associated with an industrial consulting organization. Mr. Schoenfeld makes his home in Forest Hills, N. Y.

Frank J. Householder, Jr. has been with the Chesapeake and Ohio Railway Company, Cleveland, for seven years, becoming Chief of Personnel Services in January 1953. Before joining the C & O he was Chief of Job Evaluation, Office of Secretary of War, Washington, D. C. Mr. Householder's college was the University of North Carolina, 1927-31.

Cecil J. Mullins has his B.A., M.A. and Ph.D. from the University of Houston. Prior to taking his Doctorate he worked as vocational and educational counselor at the University of Houston for two years and as acting director of the Reading Clinic for a year. He is now teaching developmental reading at Lee College, Baytown, Texas.

(Continued on page 417)

You've seen accounts of amazing improvement in reading speed and wondered whether enough of the improvement was maintained to make the training program really worthwhile. In at least one instance, the answer is yes. After a year, the described group still read more than 100% faster than at the start of the reading improvement course which the men took.

How Long Does Reading Improvement Last?

By CECIL J. MULLINS

Lee College, Baytown, Texas

and HARLEY W. MOWRY

Naval Air Training Command, Memphis, Tenn.

RESULTS of many reading improvement programs have been published, but there has been almost nothing on the lasting effects of such programs.

In the February 1953 issue of this Journal the authors described an industrial reading improvement program conducted at the Monsanto Chemical Company's plant at Texas City, Texas. The program was completed in June of 1952. In June of 1953, the authors retested as many of the original participants in the program as were available, to determine to what extent their improvement had been retained. No refresher course had been provided for the trainees during the intervening year.

The SRA Reading Progress Checks were used for the retesting, inasmuch as these were used as testing devices in the original program. The trainees were asked to read articles not previously read.

MEN STILL READ TWICE AS FAST AFTER A YEAR

On retesting, one year after the close of the original program, the men's average speed was 537.5 words per minute. It had been 257 words per minute at the start of the original program, and 811 words per minute at the close. Consequently, of the 216% improvement in speed obtained with the program, there was still a 109.1% improvement after a year had passed.

Average comprehension on the retest was 80%. At the beginning of the original program, average comprehension had been 73.5%. At its close, it was 75.5%. Thus, on retesting, their comprehension was 6.5% greater than at the beginning, and 4.5% greater than their comprehension at the close of the program. It appears likely that some of the speed lost during the year was sacrificed for a slight gain in comprehension.

The most meaningful figure, in the opinion of the authors, is the index of efficiency, described fully in the original article. Briefly, the index is a figure obtained by multiplying the speed of reading (in words per minute) by the per cent of comprehension (in decimal fraction), to obtain the *comprehended* words per minute. The beginning index for the group was 188.9. At the close of the original program, the index was 612.5, an improvement of 216%. On retesting, the index was 430, an improvement of 127.6% over the beginning index. To put this another way, of the original gain in index attributable to the program, 56.9% of that gain was still in effect one year after the close of the program.

GAIN IN READING SKILLS BELIEVED PERMANENT

The gain in reading efficiency still present after the lapse of a year probably represents a permanent gain attributable to the reading program, for it is common knowledge that, when dealing with skills of this general type, most of what is forgotten is forgotten immediately after the learning period ceases. With the passing of time, the forgetting curve levels out more and more until finally the rate of forgetting is negligible. It seems highly likely that this point would have been reached long before the passage of a year.

To sum up, then, if we may judge from this one program, a little better than half of the improvement obtained may be expected to be fairly permanent. In this particular instance, figuring very conservatively, the program conducted over a year ago is still paying off at the rate of over \$25,000 a year on an investment of \$1500. The last argument against reading programs in industry seems to have been removed.

About the Authors—*Continued*

Harley W. Mowry, Research Psychologist, Washington University, is conducting research in supervision, readability of instructions, and other problems at the Naval Air Technical Training Center, Memphis, Tenn. After taking a BBA at the University of Texas and working two years, he enrolled at the University of Houston where he earned his MA (1950) and PhD ('53) in business and industrial psychology.

Roger M. Hoffman, Wage Administrator with Arma Corporation, Garden City, New York, has eleven years of personnel experience in his background. After taking his B.A. in Economics at Dartmouth he was assistant personnel director with the Loft Candy Corporation. During World War II he was Civilian Personnel Officer assigned to Hq., Army Service Forces, Industrial Personnel Division. Mr. Hoffman has appeared previously in *Personnel Journal*, and in other business publications.

(Continued on page 420)

The number of companies providing paid sick leaves is growing monthly. This report of the sick-leave practices of 30 companies employing 150,000 people may help if you're installing a sick-leave plan, or will be interesting for comparison if you already have one.

Sick Leave Practices

By ROGER M. HOFFMAN
Employee Relations Division
Arma Corporation, Garden City, N. Y.

GENERAL industrial practice, until recently, has been to pay production workers only for time actually worked. However, more and more companies are now paying for time not worked. Paid vacations and paid holidays are given by nearly all firms. Pay for jury duty, for time spent at pre-induction physical examinations or Workmen's Compensation hearings, and for time off because of death in the immediate family, is allowed by an increasingly large number of companies. Now another gimmick has been introduced which could cause a company numerous headaches. It is a provision for paid sick leave.

The question arises why a company should assume such an obligation, when it provides accident and health insurance to protect employees for extended periods of illness. One reason may be genuine interest in the health and welfare of the work force—the granting of paid sick leave as an expression of enlightened management. In other cases, however, a company may be pressured by unions to accept a sick leave plan. During Wage Stabilization, some employers established these plans as a kind of additional compensation without a general wage increase. It is evident in this matter, as in others, that once a company accepts paid sick leave as a part of its benefit program, every union in the area and/or industry uses it as a precedent to justify its demands.

MANY WIDELY DIFFERENT SICK-LEAVE PRACTICES

When the Arma Corporation began preparing to negotiate with the unions, the Employee Relations Division was asked to make a comprehensive personnel-practices and fringe-benefit survey of the electro-mechanical precision instrument industry. Thirty companies in the East and Mid-West, employing approximately 150,000 workers, were visited. A wide variety of practices in union and non-union companies was found.

The accompanying table indicates the distribution of paid sick leave plans in union and non-union companies.

	Production Workers			Office Workers		
	Union	Non-Union	Total	Union	Non-Union	Total
1. No. Companies with paid sick leave plan.....	9	3	12	9	16	25
2. No. Companies without paid sick leave plan.....	17	2	19	1	5	6
3. % providing paid sick leave.....	35%	60%	40%	90%	76%	80%

It is apparent that, in paid sick leave, office workers fare considerably better than production workers. This is not surprising since, traditionally, office workers have been treated as a more responsible group. In addition, in some instances more liberal benefits have been granted to office workers in an attempt to forestall unionization. The survey also showed that where both production and office workers were unionized, six companies provided paid sick leave for both groups; three have sick leave for their unionized office workers only.

WHEN THE EMPLOYEE BECOMES ELIGIBLE

The practice of requiring a minimum period of employment before becoming eligible for sick leave benefits is general. Two years of service was the maximum. For production workers, a two-month waiting period was found to be most common. Only two companies began coverage at date of hire. For office workers, although more companies began protection on the date of hire than at any other time, 63% of the companies required a specific waiting period, with two months being most typical. In companies which did not require a waiting period, 77% had non-union office workers. The general practice in unionized groups appears to be to start benefits after completion of the probationary period.

The amount of paid sick leave which employees may take in any year also varies. Some companies allow the same amount each year regardless of length of service. Others provide for increasingly greater amounts as an employee's seniority increases. The former method is applied by 67% of the companies to production workers. The second method is in operation in 67% of the companies for the office workers. These percentages are constant for both unionized and non-unioned groups.

Six of the companies (5 unionized) give their production workers up to 40 hours a year sick leave; one gives 56 hours; one 80 hours. Five companies (2 unionized) give office workers 40 hours; two give 80 hours; one gives 120 hours; one allows 160.

Companies which base amount of sick leave on length of service have widely different schedules. Unionized production workers get from 80 hours a year during their first five years, to 440 hours per year after their 9th year. The most generous contracts provide for 40-hour increases from year to year until the maximum is reached. Non-union production workers don't do as well: their maximum, reached

after two years, is 160 hours. Office workers get sick leave ranging from a minimum of 40 hours in the first five years to a maximum of 1,280 hours after fifteen years. Non-union office people do a good deal better on this than unionized office people. Maximum for the latter is 480 hours after twelve years.

A major problem in administering any sick-leave plan is what to do with the unused portion of sick-leave allowance at the end of the year. This is handled in three ways. First, the unused portion can be wiped off the books and the new year started fresh. Second, the unused portion may be added to the next year's allowance. Third, the unused portion, or part of it, could be paid in cash as an attendance bonus.

WHAT HAPPENS TO UNUSED SICK LEAVE

In unionized production groups, the accepted procedure is to pay the unused portion of sick leave as a cash bonus. Eight out of twelve companies do this. Two of the companies have a cumulative carry-over of unused sick leave; the other two have neither provision. In office groups—both unionized and non-union—the prevailing practice is for employees to forfeit their unused sick leave at the end of each year. However, since the majority of companies in this category have sick-leave plans which provide for increased yearly accrual amounts, it would be unrealistic to pay either the unused portion in cash, or to carry it over to the next year.

The over-all picture of paid sick leave provisions for production workers reveals that companies with such provisions are in the slight minority. However, the pendulum appears to be swinging the other way, at least in the electronics industry. Companies which are faced with union demands on this issue would do well to analyze the experience and practices of other companies. An unwise selection of one of the many variables described could result in the opening of a Pandora's box.

ABOUT THE AUTHORS—*Continued*

Robert B. Sleight was formerly Assistant Professor of Psychology, and Research Psychologist at the Johns Hopkins University, and a consultant at the Naval Research Laboratories in Washington, D. C. He holds a Ph.D. from Purdue University. Dr. Sleight is now President of the Applied Psychology Corporation, 515 4th St., N.W., Washington, D. C.

Grace Duvoisin Bell holds degrees from William and Mary College and the Johns Hopkins University. She was formerly a vocational appraiser for the Veteran's Administration, and is now a Research Assistant at Johns Hopkins.

Audrey E. Heusser came to the field of industrial publications in 1944 after 22 years as a reporter and feature writer for several Connecticut newspapers. She is active in the Connecticut Industrial Editors' Association, having served as secretary, vice president and president. Mrs. Heusser is Publications Supervisor of Olin Industries, Inc., New Haven. Her article in *Personnel Journal* last June, "Employee-Written Publication Talks Up to Management", attracted much attention.

One trouble we have in giving helpful information about a man to a prospective employer is that we're not sure what kind of things he wants to know. The writers found out what 148 employers would like to learn from letters of recommendation. Their findings are reported here, and on the inside-cover page of this issue.

Desirable Content of Letters of Recommendation

By ROBERT B. SLEIGHT
Applied Psychology Corp., Washington, D. C.
and GRACE DUVOISIN BELL
Psychological Laboratory
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IN recent years there has been much less use of letters of recommendation in hiring people. Many employers claim that the value of such letters does not justify the effort of getting them. They feel that too many letters give only a highly favorable account of the applicant, or are so vague and general as to be practically useless. Another cause of dissatisfaction is the lack of understanding between the person who requests the letter and the person who writes it, as to what type of information is desired.

Our aim in this study was to find what kind of information employers want in letters of recommendation for professional and managerial personnel. A questionnaire was completed by 148 persons some of whom hire 25,000 people a year—the median being about 65. Approximately two-thirds of those who replied consider letters of recommendation essential or at least valuable under certain conditions; the other third consider letters of no value or of doubtful value. It was generally agreed that only letters from certain sources (previous employers, college professors, for example) are of value. Unsolicited or "to whom it may concern" letters are universally discounted.

REFERENCE TO TABLE ON INSIDE FIRST-COVER PAGE

The accompanying table shows the 27 items of our questionnaire according to their importance in the opinion of the respondents. It is of interest to note the em-

phasis given to the "personality" type of item. About 50 items not included on the questionnaire were suggested for inclusion. Those mentioned most frequently were "reasons for severance from job", "loyalty", "loyalty to government", "responsibility and dependability", "eligibility for rehire", "any undesirable qualities", and "adaptability".

Many of those responding to the questionnaire expressed a definite preference for personal contacts or for telephone checks, rather than for written letters of recommendation. Some reasons for this may be as follows:

- 1) Previous employers are more apt to be frank when opinions are given verbally rather than in writing. This is particularly true if the recommendation is negative.
- 2) It is possible to obtain clues through vocal inflections, hesitations, under-enthusiasms, etc., when personal visits or telephone calls are used, that can not be obtained through the medium of a letter.
- 3) It is not necessary for the inquirer to withhold decisions on a prospective employee until letters are exchanged.

FORMS WHICH REFERENCES MAY TAKE

References or recommendations can take various forms, each of which possesses certain advantages:

- 1) A check list where traits are listed, and the previous employer simply has to rate the employee on some type of scale. This has two major advantages: (1) brevity of time required for completion and hence higher probable percentage of returns, and (2) less opportunity for the personality of the writer and his writing ability to influence the information given. The disadvantage of this form is that it is relatively stereotyped and allows the writer little freedom of expression about the applicant.
- 2) A check list where traits are listed to be rated, but which also invites the previous employer to make comments. This is similar to the first type, but allows somewhat more elasticity, depending upon the inclinations of the writer.
- 3) A letter in which the writer discusses the applicant with reference to various topics which have been suggested by the person requesting the letter of recommendation. This allows the writer still more freedom of expression. It is, however, more time-consuming and is probably more subjective than a rating scale.
- 4) A letter which the writer composes without any instructions on the subject matter to be included. This has the advantage of allowing the writer complete freedom in selecting factors to discuss. It imposes upon the writer, however, the difficult task of organizing the letter. Furthermore the quality of the recommendation will depend not only upon the ability of the applicant, but upon the effort expended by the writer and upon his facility in presenting his thoughts.

It can be concluded that in letters of recommendation we should report on those intangible characteristics which might be called "personality traits".

Editing for Employees Who Read Hardly Anything

It is important that the house organ make the right impression on the people who only thumb through it, reading a snatch here and there. An accomplished editor gives some tips on reaching the "reluctant reader".

IT was the fashion in the days when the tabloid newspaper was new to say that "once we produced a newspaper for people who couldn't think . . . now we get out one for people who can't read!" However, it didn't take long for the magazine people, too, to discover that there was a very profitable field in this business of editing for those who can't, or don't, or won't read. It has been discovered also by the editors of such company publications as the *Wierton Steel Bulletin* and *G. M. Folks*, to mention but two.

It is probably a good idea for every house organ editor to assume that a substantial part of his audience doesn't read. In some organizations the reluctant readers run as high as 55%—and 15% may be considered very low indeed. Why don't employees read? There are all sorts of reasons: because they didn't pay a quarter for the house organ; because its coated paper and small print are hard on their middle-aged eyes; because they don't read much of anything any more, not even the newspaper; because they are too tired, too old, too engrossed in TV, too busy, too bored; and sometimes because they just don't read.

If the house publication is interesting, informative, amusing, and bolstering to the reader's personal ego, a part of the employee audience—somewhere between 50 and 90 per cent, as a rule—will read it. For this audience, the editor has pictures that stop them, headlines that tease, and well-written copy that starts them reading at the opening sentence. But for the rest of the employees, unless he wants to waste the company's money inexcusably, the editor has to do something more.

By AUDREY E. HEUSSER
Publications Supervisor
Olin Industries, Inc.
New Haven, Conn.

In considering how best to reach the reluctant reader, the editor has to face the problem squarely. Just what are the things that he wants the employee to know? Probably the most common answers will include these: that this is a good place to work; that management considers every employee an important part of the production organization; that his fellow workers are worthwhile people with many of the pleasures and pains that he has himself; that craftsmanship and long service are held in high esteem; that it is for his own sake that he is asked to do his job safely; that keeping costs down and quality high means job security. Now, even a cursory glance at these things will show that none of them calls for a great deal of reading matter. Most of them can be covered in two lines under a good picture; some by just a picture with no copy.

QUICK IMPRESSIONS IMPORTANT

Yet, plain though this is, there are still editors putting out publications which, regardless of what the *copy* says, leave the reluctant reader with exactly the opposite impression. Such publications say at a casual glance: people don't enjoy working here very much; neither management nor the editor thinks a materials-handler a person of any importance; only people with titles after their names are worth special consideration; the new fleet of trucks that the

company just bought is much more important than the people who operate those trucks; only a fool has an accident.

There is a very simple test to determine what any publication is saying to the reluctant reader. Pick up the house organ and instead of reading it from the front, start peeling it from the back. Don't stop to read until you come to a picture. Read the cutline under it, then go on to the next page. Read only the headlines and the cutlines of the feature stories. If there is shop news, as such, read just one column of it. (For the purpose of the experiment, you may assume that this column is your own department.) Now lay down the publication and ask yourself: "What kind of company puts out this publication?" Whether your impression is good or bad, or non-existent, that is the impression formed by the average reluctant reader.

How Non-Readers "Read"

Editors who have given much attention to this subject have come to know some things about the part of their audience that doesn't read. For instance:

1. They look at the magazine from back to front, not from front to back.
2. They are positively ingenious at finding their own department news and their own names.
3. They read the feature headlines and usually the first paragraph of the feature.
4. They like to look at pictures and will usually read copy directly under a picture.
5. They form impressions by looking at things.

It is for these reasons that the editor with the reluctant reader in mind gives much attention to the tone of his publication. Such editors usually consider that there are several ways in which the tone of the magazine is improved from the viewpoint of any employee, but especially for those who don't read. Like these:

1) If you can't put management's message on the back cover in a few one-syllable words, then print it in larger type with wider leading than anything else in the book and put it on a page by itself, facing a full-page picture.

2) Give exactly the same careful editing to the department news that you do to your most splashy feature. Reluctant readers look for their own department news and sometimes the department news of their friends.

3) Never print a picture that presents an employee in an unfavorable light, or that hasn't a person in it somewhere, or that shows an employee scowling at the camera.

4) Take on-the-job pictures of employees whenever possible. They look happier and more sure of themselves in familiar surroundings. And always tell the employee about your plans in time for the girl to get her hair washed and the man to have a shave and a clean apron.

5) Unless you are going to make studio portraits of all employees, don't print studio pictures of your top management. Anyway, the boss will look more like a regular fellow if he is photographed at his desk with a phone or pencil in hand.

6) Work endlessly with your photographer to improve the quality of the pictures. For instance, use flash to give modeling to the face and lighten the background. Get the employee's hands into the picture. They are always expressive. With a little effort, the picture-taking can be fun for everyone and the employees will look cheerful even if they aren't laughing.

7) Get a strong volunteer staff of people out in the plant to help you build employee-interest pictures and small items with only a couple of inches of copy directly under the picture.

8) Never be satisfied with the job you are doing. Try every issue to reach more of your entire audience—those who read and those who don't.

Because the reluctant reader forms his impression of the company from what he sees, it is extremely important that what he sees of the publication assures him of his importance in the organization, and the importance of other people like him. Here is one spot where there is no such thing as indifference. The glancing reader has strong opinions. Insofar as he forms them from looking at the publication, they will be favorable or unfavorable, depending on the editor.

This sort of reader is the first to notice that the best spots and the choice pictures are reserved for management; that the two-column wedding picture is the boss's secretary (Rosie the riveter is somewhere in the back of the book). He sees the studio portrait of the chairman of the board, with the character lines taken out, and compares it with the one of the oiler in his dirty dungarees. He may never read anything but the names under the pictures, yet he understands that to the editor the oiler is a person of no importance.

Or consider those pictures of the 25-year employees taken standing up against the wall with the flash on the camera. There they are, dead pan, and the look the editor would like to believe is fright is probably resentment. Your reluctant reader skips the manager's speech printed in the account of the ruby-studded pin presentation. Yet he comes away with a strong feeling that, if he hangs around the place for 25 years, he's going to look like that himself.

None of this is to say that copy is not important. Certainly the 50 to 90 per cent of the audience that will read the copy are entitled to first consideration. But the influence need not stop with this group—and ought not. The reluctant reader, once he has made up his mind, is practically impervious to any kind of reason. Issue by issue he needs to be persuaded, and can be persuaded, that his company is a good company to work for, that it considers him important, that his supervisors deserve his respect and loyalty,

that long service is a mark of honor. Always assuming, of course, that these things are so.

Editor's note: Mrs. Heusser was urged to amplify some of her observations. We wish her whole letter could be quoted. Some excerpts follow.

Our experience is that the more people who have a hand in a cover, or a feature, or even a whole issue, the better it will be. Nine people had a hand in the cover of our January issue. It started out only as a general idea and became specific only after it left the hands of the production staff and reached the volunteer staff and cooperating employees. There is a solid feeling that comes to the editor when a cover or feature grows that way. It is pretty sure of high reader acceptance.

You ask about pictures with cut-lines getting over points that we want to make. . . . All right, take "Keeping quality high means job security". A man and his wife are shown in one of these typical debarkation shots on the gangplank of a liner and the caption reads: "Peter Bjorling, a 40-year Winchester employee in Gun Engraving, shown with his wife as they left the Grips-holm, returning home from a month's vacation in Sweden. Pete, who has had the honor of engraving many of the Winchester presentation models, says he visited relatives he hadn't seen since he left Stockholm 45 years ago".

Picture that says "Reducing costs means job security". A man is shown nailing a window frame in his new home, and the caption says: "The down payment on this house that Jack Stebbins is building for himself was made when he received a \$200 suggestion award two years ago. Jack, who started here as a hustler in Gun Parts in 1916, is now head adjuster in the machine shop".

One of our most common editorial mistakes, I suppose, is the assumption that you have to hit an employee over the head with a 1,000 word article to convince him

that his plant is a good place to work. Twelve pictures, spaced a month apart, each with a 40-word outline, can do the job far better than the 1,000 word article, without ever mentioning the words quality production, low costs, or job security.

* * *

The point about good pictures is that you can't fake them. You have to start with a plant that *is* a good place to work and then watch for illustrations. Things to remember: most employees, like the president of the company, get all flustered when they are going to have their picture taken and there is a tendency for the pictures to look stiff and posed. To avoid this, you have to create a situation where the employee (or the president) feels superior to the photographer. Now when the employee has in his hands some tool of his trade (or when the president is reading a letter with his pen ready to sign it), he loses his self-consciousness because he can hang on to this familiar tool that he associates with the job.

If the camera man is skilled in his art, he can concentrate all his effort on getting the expression that best conveys the idea he wants. He joshes, tells a joke, or keeps up a running patter until the subject is in a pleasant frame of mind. The snapping of the shutter captures a man at ease with himself and his boss, proud of his place in the organization, and a good recommendation for the company he works for. This is also the thinking back of the group shots. And you can't make pictures like that where the employee is resentful, fearful, or nursing a secret gripe.

It will help the editor if he has had enough camera experience so that he understands the limits of the medium, but even so, the editorial staff and the photographer must work together as a team. This means that the photographer must not only know that a picture is to be taken in such a place at such a time, but what that picture is supposed to illustrate.

Photography is a separate skill. When the editor has to be his own photographer, he needs to acquire that skill even if it means going through the operating steps with no film in the camera until he can do them in his sleep. Whether the editor is the photographer or not, he needs to have high standards for the pictures that go into his publication and to praise the work that meets these standards, and ask that pictures be retaken when they don't. Any public library can furnish quantities of books on photography if the editor has difficulty telling a good picture from a bad one. A quick way to ruin a good photographer is for the editor not to know a bad picture when he sees one.

The unskillful use of flash lighting is the most common mistake I see in house organs that are using flash-lighted pictures at all. The flash on the camera creates light that is hot, hard, and blinding at the camera and gradually fades out as you get farther away. When we shoot a picture of a person at 6 to 10 feet (the usual distance) this hot, hard, intense flash is thrown full on the face. Everything that stands in its way . . . the nose, the ears . . . the round of the head . . . throws black shadows. All expression is wiped off the face; the eyes are round, hard dots; the result is seldom flattering.

When we were using flash powder, we never had this trouble because we held the flash above our heads and the light made a circular glow high and to one side of the subject; some of it hit the ceiling and bounced back. When photographers began to remember the better lighting that they had with the old flashpan, they did something very simple. They put a longer cable from the shutter of the camera to the flash battery, so they could lift the flashbulb up in much the same position as the old flashpan. The results were immeasurably better.

Experimenting still further, they found that if they used a second flashbulb at about a 40 degree angle from the first one, it would kick out some of that hard

shadow, giving the face a rounder, more flattering look and, oddly enough, this second flash had very little effect upon their exposure.

* * *

Now, concerning the "best spots" in an employee magazine. When I say that they ought not to be "reserved" for management, I do not mean that they ought to be reserved for what you call the "common" worker. They ought not be *reserved* for anybody. In the house organ, anyone who is able to hold a job with the company is entitled to be treated as a *person* and what's important to the reader belongs in the best spot. In our current issue, the president's picture appears in the middle of the shop news. The pictures of the two brides, one the boss's secretary and the other Rosie the Riveter, belong side by side, preferably on the page with the marriages of every last couple in the plant who got hitched since the last issue went to press.

* * *

As for the editing—here's a publication with feature material that was carefully planned, well photographed, and written with skill—what passes in this business for careful editing. But when I turn to the shop news I find that the character has been scraped clean from almost every item in order to make room for long lists of names. "Vacations were taken by . . ." and

a string of names. "Our proud parents this month were. . . ." and then a list of names and dates. A little more thought about the purpose of personals would have shown that you don't convince an employee that he is important as a person, simply by running his name in a string with ten other names.

Because an employee may say, "Of course, I'm nobody around here!" doesn't mean that he or she thinks he ought to be nobody. And if his company magazine treats him like a person of some importance—and the management backs up the magazine impression—the employee is apt to conclude that here is a pretty smart management . . . smarter than a lot of people he has worked for. This is a sound foundation on which he can build company loyalty. Some editors will tell you that this reasoning is far fetched, but I have seen too many beaming faces in too many lowly positions not to believe it's gospel true.

The house organ is one of the most wonderful tools of communication. For the price of a little paper and ink, we can get employees to write it on their own time, carry it home in their own pockets, and mail it postpaid to their friends all over the world. If we don't use it to tell everybody—management, labor, and their relatives—what American industry is really like, then we deserve the worst, and will probably get it.

(*Conference Calendar—continued from page 406*)

- 23-26 St. Louis, Mo. Jefferson Hotel & Kiel Auditorium
National Office Management Association. 35th International Conference.
NOMA, 132 West Chelton Avenue, Phila. 44, Pa.
- 26 East Lansing, Mich. Michigan State College. Union Building
Michigan State College. Fourteenth Workshop Conference. Paul L. Moore,
Head, Dept. Business and Industry, Michigan State College.

JUNE

- 28-30 Ann Arbor, Michigan.
University of Michigan. Seventh Annual Conference on Aging. Dr. Wilma Donahue, Chairman, Division of Gerontology, 1510 Rackham Bldg., Ann Arbor, Michigan.

BOOKS

BE YOURSELF. By Anne Heywood. Doubleday & Co. Inc. Garden City, New York, 1954. 189 pp. \$2.95.

Anne Heywood wrote this book after interviews with more than 8,000 people who were dissatisfied with their jobs. She is the originator of the Career Changing Clinic which she has operated in New York for the past 4 years. Before that, she held 34 different kinds of jobs herself, ending up by working in a regular employment agency. In her clinic she helps people to look at themselves and their aspirations in a realistic way as well as giving them leads to employment opportunities. She is a good observer of people.

As she worked with the unhappy people who came to her, she began to divide them in her own mind into two main types. One she calls the "factual". These people are the ones who delight in detail and accuracy and like to know what is going to happen. The other type she called the "social". They are predominantly good with people rather than in handling facts and figures. As she worked longer she began to see that no one fits exactly into either of these types. There is also the artistic type, and people who are unusually gifted she puts into the category of the "complicated" type. These are people whose intelligence is above average and who can do so many different kinds of job well. She says that the majority of her clients seem to fall into this group, because these are the people who are apt to be dissatisfied in their careers.

Her philosophy, which is the result of her varied experiences, can be called an optimistic one. She believes that every person has it in them to do some one thing with satisfaction to themselves and to the world.

Positive thinking, however, is needed if you are to be one of the lucky people. Her method with her clients, in brief, was to find out what they could do most easily and steer them into preparing for jobs along that line.

She gives her advice in two steps. First step, if you want to be successful you must do your best in everything you have to do in your personal life as well as in business. Second step, having discharged the present necessary things, select everything else as self-indulgently as possible.

She makes no claim for originality of her methods. Plato said the same thing, she says, also St. Paul. Personnel directors and employment people who have to help job seekers will be able to put themselves into the situation she is in and will enjoy seeing how she solved problems for her dissatisfied people. Very readable, this would be a good book to keep on your desk to hand out.

Doris D. Hay

MOTIVATION AND MORALE IN INDUSTRY. By Morris S. Viales. W. W. Norton and Company, Inc., New York, 1933. Pp. xvi, 510. \$9.50.

This is a comprehensive compilation of experimental studies and attitude surveys on the subject of motivation and morale in industry. The source material is exhaustive. References are listed at the end of each chapter, totaling more than 60 pages in the book. This bibliography is invaluable to anyone concerned with this area. The book has value for students as a reference text in industrial relations and personnel administration courses, both undergraduates and graduates. It also will prove valuable to workers in those fields.

The book cannot be read with the view of learning what the author believes can be done to improve morale and develop motivation in industry and then forgotten. It is crammed too full with studies, experiments, statistical data, quotations, opinions and interpretations of experts to be digested at one or a dozen readings. It can be of value primarily if it is used as a reference source. The Personnel Administrator or Employee Director, in conducting a staff study or developing a program in this area, will probably save himself time using this book for reference material.

In his own person, as in the book, the author combines the academic and the practical, being both a Professor of Psychology at the University of Pennsylvania and Director of Personnel Research and Training with the Philadelphia Electric Company.

John J. Grela

THE WORKER SPEAKS HIS MIND ON COMPANY AND UNION. By Theodore V. Purcell, S.J. Harvard University Press, Cambridge, 1953. Pp. xix, 344. \$6.00

Sumner H. Slichter in his foreword says: "I know of no book of recent years that promises to be such rewarding reading for business executives, union leaders, or others who wish to understand the human problems of industry as Father Purcell's". Martin P. Durkin calls the book "a significant contribution to the ever-growing awareness that labor-management relations are human relations".

The main part of the book is constructed around interviews with 385 people of the approximately 6,000 who make up the Swift & Company community in Chicago. Among those interviewed were stewards, union and non-union rank-and-file employees, foremen, union leaders, management people and a few neighborhood and community leaders. The author, an Assistant Professor of Psychology and Industrial Relations at Loyola University, lived for a

year and a half in Negro Bronzeville and in Back-of-the-Yards, on Chicago's Southside among the people he was studying. A priest as well as a psychologist, it is probable that he got the workers to open up to him more than they would have to someone in whom they felt less confidence. The first part of each interview was non-directive. In the last part he asked leading questions about things that had not been covered.

The book left us with great respect for Swift's industrial relations department. It serves to some extent, says the author, as a "listening post, passing complaints, information, and so on, upward." Time and again, workers mention how friendly and helpful it is. Here's what one employee said: "There was a man burned out last week . . . He went to the (local) union for help, but — told him, 'We have no money for that kind of thing'. The Industrial Relations tried to help him right away. Other companies don't do that. People should appreciate that—the little things. They should know they are working for one of the best companies." Another employee is quoted: "They're nice to their people when they're sick at home . . . At the employment office they're nice and kind. At Armour's they bite your head off." Another piece of an interview: "I like working for Swift—very much. If you're ill, they treat you nice. If you call for their physician, they'll send him out. I broke my wrist once. They sent a doctor and I got nice care . . . Another nice thing about Swift, they give you eye examinations and take care of your teeth. They'll extract them free". In another interview there was a reference to Swift's two full-time social workers.

After reading this book you'll feel well acquainted with one of the world's ten greatest corporations. Aside from what you learn in the reported interviews, Father Purcell gives historical and background information about the community, the parent plant, its workers, and the experience it has

had with unions. More than two dozen pages of pictures enable you to understand better the many references to workers' plant activities. Altogether a most enjoyable and educational book.

REHABILITATION OF THE OLDER WORKER. Edited by Wilma Donahue, James Rae, Jr. and Roger B. Berry. University of Michigan Press, Ann Arbor, 1953. 200 pp. \$3.25

This is a collection of papers presented, together with a report of conference board hearings, at the University of Michigan Fourth Annual Conference on Aging. The topic of the conference was "Rehabilitation of the Handicapped Worker Over Forty". Dr. Donahue, who is research psychologist and chairman in the Division of Gerontology, Institute for Human Adjustment, at the University, says in the book's introduction that "the reason for selecting workers aged forty and over for consideration is perhaps obvious. Even in times of tight labor supply, when every pair of hands is needed, employers continue to include age limitations in the specifications for most jobs, and a man is 'industrially' old at forty". Mr. Eugene J. Taylor, on the editorial staff of the *New York Times*, was chairman of the conference board hearings for four two-hour periods during the three-day program. A different group of experts in their various fields was invited to each hearing to discuss questions posed by the board. More than five hundred people attended.

John L. Thurston, deputy administrator of the Federal Security Agency, mentions a series of studies in which fifty physical and thirty environmental job factors were analyzed. The conclusion was that there is a job for practically every individual, no matter how severely disabled. Less than 1% of the working population are physically fit for all types of work. "Thus, almost all of us are disabled for *some* work, and virtually *none* of us are disabled for all work".

Urgency of the problem of finding a way to use the disabled, the chronically ill, and the "older" worker is emphasized by Dr. Howard A. Rusk, chairman of the Department of Physical Medicine and Rehabilitation, New York University-Bellevue Medical Center. He says that if we don't do something about using these people, by 1980 there will be one person physically handicapped, chronically ill, or age 65 or over, to be supported *for every able-bodied worker in America*. "Economists tell me that this is economically unfeasible."

In a conference board session (pages 58-59) "the question of criteria for retirement, or for rating disability or incapacity" was called "the biggest social, economic and administrative problem confronting us in this general area . . . I believe that we adopted age specifications as criteria because that was an easy thing to do. I think it is of the utmost importance that . . . (we develop) other criteria than age . . . It must be kept in mind that industry is becoming more and more mechanized; whereas, even five years ago, it was difficult for a man of seventy to do certain jobs in the factory, those jobs are so mechanized today that he can do them very easily . . . Are there any psychological tests which you feel are valid for use with the older person? . . . The question of validity of techniques used for psychological evaluation is one of the big problems for everyone working with older persons . . . We do not have adequate materials for evaluating older persons in terms of their mental capacities, their ability to change and to be flexible in their thinking—areas in which we are most critical of the aging."

It is more than a little shocking to see in cold print that, for most jobs, a man is old at forty. If such thinking continues as the proportion of older people in our population increases, the outcome is not pleasant to contemplate. We recommend that every personnel man who is in a position to do something constructive about the use of

older able and disabled people read this book. For one thing, you will be heartened to find how many agencies are set up to help you tackle the problem—probably some in your own community.

REHABILITATION OF THE PHYSICALLY HANDICAPPED. By Henry H. Kessler. Columbia University Press, New York, 1953. Pp. xiii, 275. \$4.00

This is a "heavily revised" edition of a work of which the *Journal of Applied Psychology* said, "For a general treatment of vocational rehabilitation this publication has no equal". Much new material has been added on the rehabilitation of wounded veterans, on vocational guidance, training and placement.

Dr. Kessler mentions an investigation by a large company of 685 men and women with physical defects—"it shows that they are as fully productive as workers without physical defects . . . no greater loss of time for illness, accidents or for personal reasons". He says the production record of more than 11,000 physically handicapped workers at the Ford Motor Company confirms the finding. He refers also (page 139) to Bulova Watch Company's policy of many years of hiring handicapped workers, and says that people with severe disabilities have been placed in nearly twenty departments of the company.

For personnel directors of companies who employ or might profitably employ some handicapped people, this will prove a helpful book.

NO SALE, NO JOB—*The Economics of American Prosperity*. By Alexander R. Heron. Harper & Brothers, New York, 1954. Pp. x, 207. \$3.00.

One reason why personnel directors will be especially interested in this book is that it was written by a personnel director. Mr. Heron has been director of industrial and public relations for the Crown Zeller-

bach Corporation of San Francisco since 1930, and a vice president of the company since 1942. During the recent war, too, he was in personnel work—first as chief of civilian personnel for Army Service Forces, and later as director of operations of the War Department Manpower Board. Since 1939 he has also been consulting professor of industrial relations at Stanford University.

The thesis of this book, as the title indicates, is that the sale is essential to the job and that "the modern responsibility of management is sales". Says Mr. Heron: "This concept would have been false in 1900. It would be false without the changes which have come to our economy since 1900. It would be false in any land or any economy in which there is a lack of the essentials for the material abundance of life The ultimate sale has become the measure of the success of every enterprise from the mine or farm to the travel bureau We have gone through a new industrial revolution in this century."

The author points out that it is not someone in the front office who decides how many workers, at what wages, a company can keep employed; it is the company's ability to sell its product or service, to keep it sold and to sell more, which determines that. In simple terms, with many examples, he develops the idea that every worker today needs a salesman, that the worker himself helps the sale by producing an acceptable product at a cost that permits a competitive price. He shows how advertising helps make jobs and keep them secure. He shows how the stockholder fits into the picture.

Though Mr. Heron says it is not his purpose to contribute to the spread of economic education for employees, people responsible for "communications"—especially for articles in employee magazines about the functioning of the American private-enterprise economy—will find the book highly useful to spark ideas.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

A SHORT FORCED-CHOICE EVALUATION FORM FOR SALESMEN. By Erwin K. Taylor, Dorothy E. Schneider, and Nancy A. Symons, Western Reserve University. *Personnel Psychology*, Vol. 6, No. 4, Winter, 1953, 393-401

At a management training conference on employee evaluation held at Ohio State University in 1951, the participants constructed a 32 tetrad forced-choice rating form for sales personnel. Since it was not possible during the conference to administer the evaluation form experimentally, the Bausch and Lomb Optical Company agreed to use the form for a period of a year in the evaluation of its sales force.

The subjects were optical goods salesmen. One hundred cases were used for the item analysis and 60 other cases were held out for the validation of the key resulting from the item analysis. It was desired to find a production rather than a rating criterion against which to evaluate the form, and bonus earnings appeared to provide a highly suitable criterion. The forced-choice tetrads were item-analyzed against bonus earnings, and yielded a meaningless key and zero validity. The investigators were surprised to find that favorable items frequently received negative correlations and unfavorable items positive correlations.

A re-examination of the system of assigning quotas on which bonus earnings were based indicated that bonus earnings did not really reflect variations in the abilities of the men. The study was therefore redone substituting base salary for bonus earnings as the criterion.

This re-analysis against a salary criterion yielded a 12 item form whose validity in an independent sample was .43. The article is interesting because it emphasizes again the importance of the criterion. In planning

research projects of this kind, pitfalls may often be avoided if careful thought is given to the criterion before the predictor data are collected.

A TRAINING EVALUATION STUDY. By Brent Baxter, Andrew A. Taaffe, and Joseph F. Hughes, The Prudential Insurance Company of America. *Personnel Psychology*, Vol. 6, No. 4, Winter, 1953, 403-417.

The evaluation was undertaken to answer two basic questions: (1) Is it more effective to administer part of the training of debit insurance agents by means of a conference in a central office rather than doing it in the district office? and (2) Is it more effective to have a new agent attend a training conference before starting on his job or after he has been on the job for a period of time?

Three groups of debit insurance agents were trained as follows:

Group I attended a training conference in the home office before starting on the job.

Group II came to a training center for a shorter conference after they had been on the job for five or six months.

Group III received no training except that given by the local sales manager.

All three groups used the same training manual which provided a series of work assignments. The agents trained in Groups I and II had the benefit of films and other training aids which were available in the home office. In dollars, the training received by Group I cost five times as much, and the training of Group II three times as much, as that given to Group III.

The groups were compared with regard to their production, job satisfaction, termination rate, life insurance knowledge, and supervisors' ratings. The results did not

disclose any evidence that the groups were significantly different on any of the criteria at the end of six months or one year. Thus, the cost of the conferences did not seem to be justified in this situation. The authors point out that the results of this study do not show that training makes no difference. The study only compared three training methods; there was no group without training.

Various explanations are offered for the results which the study revealed. The general conclusion of management was that efforts should be directed to provide continuing supervisory training for district managers to make them more effective leaders and trainers 52 weeks a year.

EMPLOYEE ATTITUDES AND ABSENCES. By Helen Metzner and Floyd Mann, University of Michigan. *Personnel Psychology*, Vol. 6, No. 4, Winter, 1953, 467-485.

Companies with high employee absence rates are commonly thought to be less efficiently managed organizations than those which have low rates of absence. The authors were interested in testing the hypothesis that satisfaction with the work situation is inversely related to absence rate. They predicted that employees in groups with high absence rates would be characterized by:

1. low interest in the job or dissatisfaction with the type of work;
2. dissatisfaction with personnel practices;
3. dissatisfaction with wages and chances for promotion;
4. dissatisfaction with the supervisor; and
5. poor team spirit.

The populations studied were employees of a large electric power company: 163 white collar men; 212 white collar women; and 251 blue collar men.

Satisfaction with the work situation was found to be inversely related to absence rates for white collar men working at

low-skill jobs and for blue collar men, but not for white collar men working at higher-level jobs. The way a man feels toward his supervisor and toward his work associates were the two work situation areas which were found to be related to absence rates. None of the relationships between attitudes and absence which were found for men applied to women. An increase in the frequency of absence was not accompanied by any consistent change in the proportion of women with favorable attitudes.

The authors conclude that there is no simple relationship between absences and work attitudes for all employees. They offer interesting possible explanations of the difference they found between men and women.

ROLE PLAYING IN TRAINING SUPERVISORS. A report of questionnaires from 107 companies which have used this training method. *Factory Management and Maintenance*, Vol. 112, No. 1, January, 1954, 102-105 and 282-290.

Role playing has been mentioned several times in these columns, but it is probable that many of our readers have never seen it in operation. This is a down-to-earth article which shows how role playing really works. It takes the mystery out of the term "role playing" by direct and simple discussion. For example, in answer to the question "What is role playing?" it says, "You take an ordinary training group. Let a few of the members enact parts in a skit based on a typical plant situation. Then all members of the group, including the actors, discuss what happened. That's role playing."

The editors of *Factory* mailed 445 questionnaires to training directors for companies of varying size in a variety of industries. Two hundred and four of the training directors answered and 107 of these indicated that their companies were using the method.

The following are some typical questions which were asked:

How long has your company been using role playing?

How much does role playing cost?

Any disadvantages to role playing?

Do participants volunteer for role playing?

Where do you get leaders for role playing?

Do you make recordings of role-playing sessions?

Do you hold sessions on company time?

In answer to the questions, "What types of problems and subjects do you handle by role playing? Which are handled most effectively?" the training directors indicated that the method was most useful in handling problems of human relations. Morale, teamwork and attitude improvement problems were mentioned next in order.

The last item on the questionnaire was a request for suggestions. The suggestions are presented as 64 hints to make role playing work. For example, don't call it "role playing" among trainees, call it instead "putting on a demonstration" or "practicing supervision."

THE VALIDITY OF RATING OF SEVERAL LEVELS OF SUPERVISORS. By Dean K. Whitla and John E. Tirrell, Harvard University. *Personnel Psychology*, Vol. 6, No. 4, Winter, 1953, 461-466.

In this study, 100 flight mechanics were rated by three levels of supervisors and their ratings were correlated with the ratee's scores on a Job Knowledge Test. The rating instrument used was divided into three sections as follows:

- (1) "How Well Does He Get Along With Others?"
 - (2) "How Much Does He Know About His Job?"
 - (3) "How Well Does He Do His Job?"
- The findings indicated that the raters

closest to the ratees were best able to rate them. These results occur even when the group of raters closest to the ratees is composed of 14 raters while the two higher levels of raters were composed of three raters each.

One of the questions the authors asked themselves at the beginning of the study was whether intimate knowledge and acquaintance with the ratees or variability caused by having many raters would have more effect on rating validity. It was clearly shown in this rating situation of 100 flight mechanics that it was better to combine the ratings from 14 immediate supervisors than to accept those from fewer higher-level supervisors.

I.P.I. MERIT RATING SERIES. By Joseph E. King and Judith W. Wingert. Chicago: Industrial Psychology, Inc., 1953. 52 pp. \$3.00.

This publication is a description of a Merit Rating program which has been developed to provide company management a method of evaluating its employees. It is designed to meet the problems of setting up uniform standards of measurement, the tendency on the part of supervisors to rate in a biased and subjective manner, and the fact that the ratings from one department cannot be compared to those from other departments.

In the past 50 years, American business has come to accept merit rating as a standard personnel procedure and a necessary program in a company, regardless of its size, type or location. However, when merit rating programs are surveyed, the lack of a scientific and psychometric approach, particularly in the rating instrument, is reported by many investigators.

The authors studied a list of the 850 most common job titles in business and industry and decided that they could be grouped into 24 job areas and 5 job families. An index is provided that is useful in de-

termining the job test area and the job family to which a given job belongs. These job test areas are related to the Factored Aptitude Series of Business and Industrial Tests published by Dr. King in 1947.

The I.P.I. Merit Rating Series consists of five performance forms which correspond to the five job families: Clerical, Mechanical Sales, Technical, Supervisor. The individual items have been ingeniously devised to avoid the "halo" effect. The keys provide a convenient method of weighing individual items.

The material gives the impression of

being carefully worked out. However, it may be too detailed and complicated for a good many situations. In an effort to avoid broad meaningless generalizations in employee ratings, the authors may have gone too far in the other direction. Each personnel man would have to determine whether the series would be of value in his own situation. Almost anyone who is interested in performance or merit rating would do well to examine these materials. The authors suggest actually trying them out by rating one employee or by rating all the employees in one department.

FIVE BULLETINS ON PERSONNEL EVALUATION

- (1) **STEPS IN MERIT RATING PROGRAM.** Outlines nine steps to be followed in a company merit rating program, including supervisory training, personnel department procedures, administrative decisions, management personnel inventory, employee progress review. 20 pages.
- (2) **DEVELOPMENT OF MERIT RATING FORMS.** Discusses the history of merit rating, pros and cons of various types of merit rating techniques, and the development of the 60-state-ment performance rating method. 8 pages.
- (3) **THE FACTOR THEORY IN PERSONNEL TESTING.** A brief outline of the development of the job-tests program, in terms of factor analysis techniques as applied to personnel testing. 4 pages.
- (4) **STEPS IN PERSONNEL TEST PROGRAM.** Ten recommended steps for a company program in aptitude testing. Specific tests discussed are the job-tests, but testing steps are applicable regardless of test battery used. 12 pages.
- (5) **THE 24 JOB-TEST AREAS.** Discusses the factor theory of testing as related to job titles in business and industry. Defines and describes the aptitude structure underlying the five major job families and 24 job areas. Provides index of 850 common job titles as related to the 24 job areas. 20 pages.

The above bulletins will be sent without charge to personnel administrators. Please make your request on company letterhead, stating names of bulletins desired, and that your request is made as a Personnel Journal reader. Send to Industrial Psychology, Inc., Box 6056, Tucson 6, Arizona.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

INTERNATIONAL ASSOCIATION OF PERSONNEL WOMEN is polling its membership on interests. So far, the kinds of personnel work in which members have indicated most interest are counseling, interviewing, supervisory training, testing, employee opinion polls, induction procedures, merit rating, employee training, fringe benefits, recruiting and communications. The January research, publications and personnel information letter of the organization includes a copy of a talk by Wallace Jamie, general personnel director, Carnation Company, Los Angeles. The title of the talk was "Current Criteria for Executive Success." A preview of the profile of tomorrow's executive was also given.

BAY AREA PERSONNEL WOMEN OF SAN FRANCISCO have been good enough to send us a list of their officers. President is Helen Graham, personnel manager, The Emporium. Margaret C. Ritchie is the vice president. She is assistant to the director of industrial relations of the Department of Industrial Relations, State of California. Genevieve McDonald, supervisor, employment and payroll department, Zellerbach Paper Company, is the secretary.

PERSONNEL WOMEN'S GROUP OF LOS ANGELES announces new officers: Sue Kelley, employment Manager of the Plomb Tool Company is the president. Membership chairman is Helene Malamphey, employment interviewer, General Petroleum Corporation. Margaret Lamb, assistant personnel director, Citizen's National Bank, is the publicity chairman. The treasurer is Sally Gray, assistant to personnel director, Carnation Company. Eleanor Cooper is the recording secretary. She is secretary and

assistant to the director of personnel, Studebaker Corporation.

TRAINING DIRECTORS' SOCIETY OF PHILADELPHIA has also elected new officers. T. P. Haworth is the president, W. M. Read, vice president, and B. A. Duval secretary. At the February meeting Larry Rogin, education director, Textile Workers of America, C.I.O., spoke about labor-management cooperation. He described some possibilities for joint training and education. New sales training methods were discussed by James B. Robinson at the January meeting. Mr. Robinson is administrative assistant to the sales manager in the domestic marketing division of the Atlantic Refining Co.

One of the most interesting phases of the program he described was sales training. Here was a program that cost hundreds of thousands of dollars and didn't click. Out of the huddle over this problem three solutions were proposed: 1) Coaching by the sales supervisors. 2) A refresher program. 3) Assigning the sales supervisor to make 6 calls with each man. However, the program still ran into trouble. Everybody was too busy. The salesman and the sales supervisor couldn't take time to be thorough. The only way that management could lick the problem was to have the training man travel with the salesman and supervisor. This was necessary so that the enthusiasm of the men could be maintained and so that the trainer could observe the program in operation. Continuous follow-up seems essential.

CLEVELAND PERSONNEL ASSOCIATION sponsored the Northern Ohio Personnel and Executive Conference held in Cleveland

January 29th. J. Ward Keener, vice president, B. F. Goodrich Co, Akron, spoke at the luncheon meeting on "People and Morale: A Key to Successful Competition." "Personnel Planning for the Competitive Market" was the subject tackled at the dinner by Mark Cresap, vice president, Westinghouse Electric, Pittsburgh. A panel went into the problems of organization planning and executive development. The theme of the conference was personnel planning for the competitive market.

CALIFORNIA TRAINING DIRECTORS' ASSOCIATION took up what might be termed a vital topic at its January meeting. Dr. Winfield M. Wickham talked about survival. How can we keep alive, was the question he posed in discussing the human overhaul. He told how to change from hate and overdependence to productive and cooperative attitudes. Dr. Wickham is director of the guidance clinic of the Alameda County Probation Department. The *C.T.D.A. Bulletin* for January includes the recently published supplement of the *Saturday Review of Literature* on industry and the liberal arts. A helpful outline of suggestions for moderators of workshops is also included. Margaret D. Tiffany, coordinator of distributive education, Oakland Junior College, made the outline.

ONTARIO SOCIETY OF TRAINING DIRECTORS dealt with executive development at the January meeting. Dr. G. H. Guest, who is conducting courses at Canadian Industries Ltd. in Montreal to keep executives developed, led the discussion of top management training. Mr. Russell Manuel, vice president of Stevenson and Kellogg Ltd., management engineers, addressed the group in December. His subject was, "How Can the Management Consultant Help Your Training Program?" Mr. Manuel feels that the biggest job is still to train first- and second-line supervisors

PERSONNEL MANAGERS' CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE went over personnel problems in a small business at the January meeting. Charles W. Allen, president of the Allen Chair Co., was the speaker. Mr. Allen, whose company employs about 100 people, described many problems with which a manager of a small business must cope. He confessed, however, that he didn't have all the answers, and threw the meeting open for suggestions and ideas on solutions. A panel on what's wrong with the personnel department was programmed for the February meeting. Leslie E. Woods, director of personnel and industrial relations, Raytheon Manufacturing Company, was moderator for the panel.

INLAND PERSONNEL ASSOCIATION heard Robert D. Gray, director of the Industrial Relations Section and Professor of Economics and Industrial Relations, California Institute of Technology, at the January meeting. Mr. Gray spoke on "What Worker and Management Really Think." Mr. Gray based his conclusions on opinion polls made of both employees and management.

NEWSPAPER PERSONNEL RELATIONS ASSOCIATION held its convention in March in Philadelphia. A special feature was a roundtable discussion by editors and managing editors of newspaper personnel services. Particular attention was paid to personnel administration problems in editorial and mechanical departments. Forty newspaper business managers, personnel men and other executives participated in an abbreviated series of training sessions in Chicago February 1-5. The course was worked out by the Newspaper Training Program Committee. A Pittsburgh engineering consulting firm was engaged to do the developmental work on the program. The purpose of the course was to analyze the duties of journeymen pressmen and create a highly specialized training program utilizing conventional and new methods supplemented

by audio-visual aids. The program was tested on three green hands. After only 22 days of instruction under the practical application method, these green hands were put in charge of printing a complete newspaper section, with color, on a run of 100,000.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO had William Burkett, state

employment director, as speaker for the January meeting. Wally Hagen in his column, "Personnelly Speaking" in the January *PMA Bulletin* makes a plea to give the term "personnel management" broader meaning. Odessa Dubinsky in the same issue reports that the San Diego employment level dropped to a new low in December, showing the greatest percentage loss since September 1950.

Attending the Conferences and Courses

THE MOST IMPORTANT PERSONNEL QUESTIONS IN THE YEAR 1954 were discussed in Chicago February 15-17 at the American Management Association Personnel Conference. About 1,000 personnel and labor relations executives attended the conference. Senator Wallace F. Bennett (R., Utah) opened the conference with suggestions, based on his own experiences, for resolving conflicts of interest in industrial human relations. Sumner H. Slichter, Lamont University Professor, Harvard, discussed the economic backdrop against which the issue of the guaranteed annual wage is likely to be played, and the financial realities of the problem.

A complete analysis of group benefit plans from the company's point of view was presented at a special conference on employee benefits conducted by the American Management Association March 18-19 in New York. About 500 personnel, insurance, financial, labor relations and other executives attended. Ford representatives analyzed the ingredients of a complete plan, for group life insurance and hospital, surgical and medical coverage. Standard Oil speakers explained the chief elements in writing, funding, and administering retirement plans.

The Hon. James P. Mitchell, Secretary of Labor, was the principal speaker at the American Management Association's national general management conference March 9-12 in San Francisco. Authorities

in a number of fields analyzed and compared methods of dealing with management's responsibilities.

DOING THE PERSONNEL JOB WITH SCIENCE AND SENSE was the theme of the fourth annual personnel conference sponsored by the Connecticut Personnel Association at Yale in March. The University's department of industrial administration cooperated in putting on the conference. Panel discussions and speakers worked on such subjects as "After 65—the \$64 question," "The Guaranteed Annual Wage," "Auditing the Effectiveness and Economics of the Personnel Function," "The Taft-Hartley Act—1954," and "Bringing Some Personnel Practices Up to Date".

NEW HORIZONS IN INDUSTRIAL COMMUNICATIONS were viewed at the convention of the American Association of Industrial Editors held in Roanoke, Virginia, March 10-12. Some of the speakers were G. Edward Pendray, editor, *Public Relations Journal*, New York; G. S. Dunn, public relations director, Appalachian Electric Power Co., Roanoke; C. P. Adamschick, Owens-Illinois Glass Company, Toledo; and Richard E. Stockwell, Monsanto Chemical Company, St. Louis. There were also panels and workshops. Some of the subjects were "An Industrial Editor's Legal Responsibilities," "Human Relations—The Editor's Stock-in-

Trade," and "The Editor's Role in His Company's Community Relations."

DO BUSINESS FORECASTERS HIT THE MARK MORE OFTEN if they use psychological and other survey data? Research experts and professional forecasters studied the question at a seminar-conference held at Ann Arbor in January by the Foundation for Research on Human Behavior. The conference on "Using Economic Expectations and Intentions Data in Forecasting Business Conditions" appraised the predictive value of data from surveys developed since World War II and made recommendations for improving such survey data.

SPECIAL EMPHASIS WAS PLACED ON THE VALUE TO THE SMALLER COMPANY OF SOUND PERSONNEL POLICIES at the 26th Institute on Industrial Relations. The Institute, sponsored by the National Association of Manufacturers, was held March 15-19 at Hollywood, Florida. There were six round-table workshops and three elective sessions. Topics included business outlook and its effect on employee relations; wages, fringes and other labor costs; issues and trends in collective bargaining and supervisory and executive management.

THE NATIONAL INDUSTRIAL RELATIONS CONFERENCE was held in Philadelphia in November. Donald R. Richberg of Washington, D. C., spoke at the dinner session on the future of business management. He said that in this topsy-turvy world the success of business management will be demonstrated by the ability of managers to transfer all management to persons incapable of successful business management. He feels that this transfer is already well under way. Politicians and labor organizers, who are now taking over the job, are inherently incapable of successfully managing a business enterprise. This is the result of their training, obligations and self-interest. The great need of today in business, Mr. Richberg

said, is that the pride and courage of the indispensable professional class shall animate the business managers of America.

THE INTERRELATION OF COMPANY COMMUNICATIONS was discussed at the 5th annual Temple University Communications Clinic held January 19th in Philadelphia. The Delaware Valley Industrial Editors and the American Public Relations Association cooperated in arranging for the conference. Stress was put on making the most of your media, and on the public relations effect of good employee-management relations. Dr. Allen T. Bonnell, vice president, Drexel Institute of Technology, and chairman of the APRA and DVIE education committees, welcomed the group. Various panels considered such subjects as what the communication problem looks like; the editorial side of industrial publication; putting the employee on the team; the role of the press in relations with employees, the community and the general public; the production side of industrial publications; and gaining credit for good employee relations, as well as avoiding discredit. Dinner speaker was T. A. Raman, deputy director for external services, United Nations.

THE DEVELOPMENT OF SENIOR EXECUTIVES was explored at the meeting of the American Association for the Advancement of Science. Sessions were planned by the Industrial Science section of the association, together with *Fortune* magazine and the New England Council. The location was Boston in December. There was a panel discussion in the morning on the resources available as the result of basic research in the various scientific disciplines. Participating were Dr. Morris S. Vitales, director, personnel research and training, Philadelphia Electric Company; William F. Whyte, New York State School of Industrial and Labor Relations, Cornell, and Dr. Burleigh B. Gardner, executive director, Social Research Inst., Chicago.

In the afternoon William H. Whyte, Jr., assistant managing editor of *Fortune Magazine*, and Perrin Stryker, associate editor of *Fortune*, conducted a round table discussion on senior executives. Francis J. Curtis, vice president, Monsanto Chemical Co., St. Louis, and chairman of the Industrial Science Section of the Association, and Dr. Allen T. Bonnell, vice president of Drexel Institute of Technology, and secretary of the Section, were responsible for the program.

A SERIES OF SHOP-TALKS ON "IS YOUR PERSONNEL ADMINISTRATION EFFECTIVE?" has been conducted by the Merchants and Manufacturers Association of Los Angeles. Some 280 people have attended nine meetings in various locations. The sessions lasted from 12 to 4:30, with intense interest maintained. Exhibits, mimeographed outlines and references were supplied by the association. Subjects discussed included improving supervision; selecting workers; inducting and orienting the new employee; and creating upward communication.

INSTITUTES FOR TRAINING IN THE FIELD OF CONFERENCE LEADERSHIP AND COMMUNICATION IN INDUSTRY are being conducted by the National Foremen's Institute,

New London, Connecticut. The institutes are held in various cities throughout the country, in three-day sessions from January through June. Miles Robson conducts the meetings. Further information may be obtained from George A. Blessing, assistant to the president, National Foremen's Institute, Inc. 100 Garfield Avenue, New London Connecticut.

A MANAGEMENT TRAINING PROGRAM is being offered by Harvard Business School and Radcliffe College. The program consists of a one-year graduate course to help prepare women for administrative positions in business, government, social service and education. The Business School will provide most of the faculty members for the program and will be responsible for its educational policy. This year 76 women are enrolled in the program which combines classroom instruction with on-the-job experience. Women interested in seeking admission to the Management Training Program should write to Radcliffe College, Cambridge, Massachusetts. A college degree or comparable professional and academic experience is a prerequisite for admission. A number of fellowships will be awarded on the basis of merit and financial need.

Appointments and Promotions

J. J. JEHRING has been appointed director of the office of the Profit Sharing Foundation. The new address of the Foundation is 1322 Chicago Ave., Evanston, Illinois. The Foundation is an independent non-profit organization founded as an outgrowth of the planning and research committee of the Council of Profit Sharing Industries. Its purpose is to encourage and conduct research into various aspects of profit sharing and to publish the findings. Mr. Jehring, the new director, has been on the staff of the New York State School of Industrial and Labor Relations at Cornell

for the past seven years. Before that he was on the staff at Purdue University and the University of Iowa.

ALBERT C. BEESON of San Jose, California, was nominated on January 7 by President Eisenhower to be a member of the National Labor Relations Board. He will fill the unexpired term of Paul M. Styles, ending December 16, 1954. The job pays \$15,000 a year. There are five members on the board, which administers the Taft-Hartley Act. Beeson, a Republican, since 1947 has been director of industrial relations

of the Food Machinery and Chemical Corporation of San Jose.

FREDERIC E. PAMP, JR., has been appointed manager of the general management division of the American Management Association. In this capacity he will be responsible for program planning of conferences and seminars dealing with general management subjects. Mr. Pamp will continue to be responsible for conference and seminar planning in the finance and office management divisions. He came to the A.M.A. staff two years ago from the Samuel H. Kress Foundation where he was assistant to the executive director. Earlier he taught English at the University of Chicago and at Smith College. Mr. Pamp received his bachelor of arts, master of arts, and doctor of philosophy degrees from Harvard University, which also awarded him a Sheldon Fellowship for travel in Europe.

DONALD E. KULLANDER, formerly personnel manager at the Buffalo plants of Hewitt-Robins, Inc., has been named manager of industrial relations for the corporation and has been transferred to the executive offices at Stamford, Connecticut. John J. Sheeran, Jr., has been appointed personnel manager at Buffalo, replacing Mr. Kullander. Mr. Kullander, a graduate in industrial engineering from Syracuse University, served as 1st Lieutenant in the United States Marine Corps and then worked as assistant engineer for the New Jersey division of Western Electric before joining Hewitt-Robins in Buffalo in 1948. Mr. Sheeran was formerly assistant director of industrial relations with Johnson and Johnson at Milltown, New Jersey. Previous to that he had been associated with American Can Company and Calco Chemical Company. He served as Captain in the United States Army and is a graduate of Rutgers University.

What's New in Publications

INDUSTRIAL SUCCESS DEPENDS LARGELY UPON THE QUALITY OF THE HUMAN RESPONSE to the tensions and demands of the working environment, according to a statement in the introduction to *Personnel Practices in Industry*. The booklet is Personnel Study No. 8 of the Bureau of Business Research, College of Business Administration, The University of Texas. William R. Spriegel, dean of the college of Business Administration, and Alfred G. Dale, research associate, made the study. First, they say, the environment itself must be controlled in such a way as to assure suitable conditions, safeguards, and incentives for the individual worker. Then efforts must be made to educate the individual to his responsibilities and to acquaint him with the opportunities available to him within the particular organization. At all times the methods and aims of the personnel department must be consistent with the profitable

functioning of the enterprise. The survey deals with employment and induction, health, safety and maintenance, payment to direct labor, security and employee relations, training and development, and research control. There are many tables and charts, and a generous appendix of statistics. The price is \$1.50.

PERSONNEL MANAGEMENT IN SMALLER AGENCIES seems to be more successful than personnel management in "Big Government." This opinion is expressed by David M. Watters in an article called "The Generalist vs. the Specialist" which appeared in the January issue of *Personnel Administration*. This would appear to be so, he says, not only because the personnel technician is closer to the line administrator in smaller agencies, but also because excessively narrow specialization in larger agencies works against, rather than for, an effective, well-

coordinated personnel program. The specialist, concludes Mr. Watters, should needle and stimulate the generalist to see that his special techniques are given full play but not to the exclusion of other aspects of the personnel function. The personnel specialist is not able to provide a balanced personnel program: the personnel generalist is. *Personnel Administration* is the bi-monthly journal of the Society for Personnel Administration. O. Glenn Stahl, is the editor. For subscriptions, copies and business information write to Prince and Lemon St., Lancaster, Pa., or 4501 Massachusetts Avenue, N.W., Washington 16, D. C.

INCREASING RECOGNITION THAT THE SOCIAL SCIENCES AFFORD MEANS FOR BETTER UNDERSTANDING and analysis of many complex, social, political and economic problems is the trend of the times, says the president of the Social Science Research Council in his *annual report for 1952-53*. The Council has long been concerned with improving the training of social science research personnel. It is the belief of the Council, according to Pendleton Herring, the president, that no greater benefit to mankind can be envisaged than advance in our capacity to understand ourselves, our society, and the other cultures and nations of the world. The *annual report* may be obtained from the Council whose offices are located at 230 Park Avenue, New York 17.

REVISION OF THE TAFT-HARTLEY ACT is the subject for *Selected References* for January. The references are published by the Industrial Relations Section of Princeton University. They are available at 20¢ each from the University. Included in the references are *National Labor Policy*, by Emily Clark Brown, Public Affairs Institute, 312 Pennsylvania Ave., S.E., Washington 3, price 50¢, and *The Taft-Hartley Act after Six Years*, by Archibald Cox, from the proceedings of the fifth annual conference on indus-

trial relations, 1953. The proceedings may be obtained from the Department of Industrial Relations, School of Business Administration, University of Buffalo.

OFFICE COMMUNICATIONS is the subject of a recent report put out by the National Office Management Association. The 28-page report has been distributed to the 14,000 members of the association. 2,400 companies in more than 100 cities throughout the U. S. and Canada answered questions about their communications practices. The purpose of the survey was to enable office executives to compare the mechanical aspects of their company communication systems with practices being used by others. Skates, bicycles, electric cars, motor scooters, dumbwaiters, private television, radio and mobile telephone are among the more unusual means used to speed up communication in modern business. More common methods include mail, telephone, telegraph, intercom systems and foot messengers. Copies of *Office Communications* are available to non-members of NOMA at a charge of \$5. For information contact the National Office Management Association, 132 W. Cheltenham Ave., Philadelphia 44, Pa.

PENSION PLANS UNDER COLLECTIVE BARGAINING is the title of a new report made by the Bureau of Labor Statistics, U. S. Department of Labor. The study reports on the extent and nature of vested rights, compulsory and automatic retirement provisions, and types and amounts of benefits and eligibility requirements. Problems of labor utilization and labor mobility are considered in relation to these aspects of retirement plans. The study analyzes the pertinent provisions in 300 selected pension plans in effect in the fall of 1952, covering almost 6 million workers. The programs varied in size from those covering well over 100,000 workers to those applying to less than 1,000 employees. Copies of this Bureau of Labor Statistics Bulletin No. 1147 can be

purchased from the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C., for 20¢. Twenty-five percent discount for bundle order of 100 or more copies.

RECENT BOOKS FOR THE BUSINESS MAN are listed by the Cleveland Public Library in its *Business Information Sources* for January. Titles are grouped under such headings as: the world around us, quest of the one best way in management, industrial relations and communication, selling, advertising, and portraits of business and industrial leaders. The list is available from Rose L. Vormelker, Head, Business Information Bureau, Cleveland Public Library, 325 Superior Avenue, Cleveland 14, Ohio.

SAFE AND SANE DRIVING HABITS are taught to teen-agers in a new "comic" book published by the public relations department of the B. F. Goodrich Company, Akron, Ohio. This carefully prepared publication is of importance to parents as well as to beginning drivers. Free copies are available from the company.

Looking Over the Employee Magazines

COLONIAL STORES INC. issue a handsome magazine called *Colonial Ways*. It is "published bi-monthly for employees, with the help of Colonials everywhere." The editor is J. E. B. Shi. Colonial Stores is a chain of grocery stores throughout the South. A feature at the end of the book describes the states in which the chain has stores. The contents for November included a story about Colonial's new television show: a piece on the SAV-A-TAPE Savings Plan, a new merchandising program; and a play-by-play account of what happened to a Colonial employee selected for a training course in retailing at Michigan State College.

THE LIBERAL MARKET, INC., in Dayton,

ONE OUT OF EVERY 8 PERSONS EMPLOYED IN THE UNITED STATES is a clerical worker. Inefficiency in clerical operations is often an important hidden cost. It can express itself in low output, errors, increased supervisory time, disturbed customer relations and in many other ways. The low-output typist is often paid the same salary for production as her higher-output sister. A sales clerk can, by her poor addition, cause many hours of extra work in another department. Clerical errors look unimportant but the cost is high.

This is the statement in a recent circular issued by Industrial Psychology, Inc., under the title "The Clerical Worker—Key to Company Inefficiency". Dr. Joseph E. King, director of this organization, urges the advantages of aptitude testing in the selection of clerical workers. He points out that this is as important for temporary workers as it is for permanent ones and gives illustrations of the higher performance of applicants who meet higher test standards. Industrial Psychology, Inc., headquarters are in Tucson, Arizona, P. O. Box 6056.

Ohio, another grocery store system, puts out a more modest but very effective news sheet, called the *Liberal Lite*, which has been mentioned before in this column. Most of the space is devoted to personal items about the employees. An inquiring reporter feature with pictures helps acquaint employees with each other. New employees are listed, and birthdays are noted. Thomas J. Spitzig is the editor. The address is 230 Concord St., Dayton, Ohio.

MARATHON CORPORATION, Menasha, Wisconsin, publishes the *Maralog*, an attractively packaged publication as befits the magazine of a packaging company. The November-December issue carries biographical sketches with portrait drawings of two

Marathon men. A list of retirements is headed with excellent sketches depicting the joys of retirement. Picture stories tell about several phases of production. An unusual hobby with a direct tie-in to the company's product is described in an article "When the Chips are Down." The Belgian-born chief timber cruiser for Marathon's Nagagami depot at Palmquist, Ontario, makes pictures by fashioning wood chips into mosaics. He has found more than 200 different colors of wood to use.

THOMPSON PRODUCTS, INC., of Cleveland get out a news sheet called *Friendly Forum*. Printed in green on pale green coated paper it makes easy reading. I don't know what Thompson products are but there must be a lot of them, because a montage on the front page of the newspaper shows several different plants and they all look very large. At least once every two years all employees are invited to tour all the plants. Families are invited, too, and there are free cokes, candy and smokes for all. A picture and description of the Tapco chorus and an article about the company cafeterias make the claim "Thompson Products is a good place to work" sound very convincing.

SACO-LOWELL SHOPS, of Biddeford, Maine, has reduced the size and increased the number of pages in its newspaper, the *Saco-Lowell News*. The new format is clean and attractive. The new sheet is easier to handle than the old one, and has the added advantage that it can be produced in the company's own shop. The lithographic method now employed for publishing the *News* permits considerably more flexibility than the letterpress printing that was formerly used. Drawings and cartoons are more easily reproduced and layout procedure is simplified. A short story in a recent issue drives home a safety lesson. Walter M. Whitney is the editor of the *News*.

NIA cooked up an unusual and very decorative cover for the January issue of the *Standard Oiler*. To launch the new year, the editors concocted a special calendar picturing company products and jobs. Activities illustrated include the main operating functions: manufacturing, marine, marketing, motor transport, exploration, pipe line, and producing. Calspray, American Bitumuls, Oronite Chemical, Cal Research, and Standard Stations are thrown in for good measure. The decorations are composed of cartoon drawings and photographs of actual objects, cleverly combined. A typewriter eraser becomes a spare tire; a spray gun is made up of a cap from a tube of toothpaste, a length of macaroni, and a T-head pin. Roustabouts are drilling with a small wood-drilling bit. Their helmets are made from inter-changeable tips for cake decorators. William H. Jones is the editor of the *Standard Oiler*.

CHARLES PFIZER AND COMPANY, INC., also uses a pertinent cover for the January-February issue of the *Pfizer Scene*. A photograph of some of the literature used by the Foreign Trade Subsidiaries to promote the sale of Pfizer products in over 100 countries was taken to make the cover. The picture points up the lead article, "The World Is Its Border," a description of Pfizer's foreign trade program. A women's hobby show gets a big play in the same issue of the magazine. Over 100 employees competed; 46 prizes were awarded. Needlework, art, photography, handicrafts and collections were represented in the show. The article carried three pages of pictures of award-winning employees. The back cover of the magazine was decorated with sketches showing the different kinds of entries in the show, and a full-size picture of the grand prize winner. This kind of article and the activity it describes is a good morale builder. Both should insure wide readership of the employee magazine. The editor is Henry J. Blossy.

SITUATIONS WANTED

PERSONNEL ADMINISTRATION: Ability to plan, organize, and supervise. Seeking executive training program, desire specialize procedures and training. Ambitious, thrive on responsibility and hard work, cost conscious, employee centered, emphasize efficiency and production. AB Degree, courses in Personnel Management, Applied Psychology, constant research and study all aspects management and personnel. Age 34, married, presently employed, available now. Resume on request. Reply Box 232.

INDUSTRIAL RELATIONS: 4 yrs. experience in organizing and supervising personnel and public relations. Seeking executive training with corresponding responsibility in personnel or related field. South or Southwest location. Married veteran, age 28 with B.A. degree. Reply Box 259.

NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER: Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 261.

INDUSTRIAL RELATIONS: Prefer labor relations or wage and salary administration. Over 3 years experience all phases as Personnel Manager, small plant. Age 28, married, I.R. degree. Present salary \$6,000. Resume upon request. Reply Box 263.

INDUSTRIAL RELATIONS: 11 years diversified and progressively responsible experience in wage administration, placement, recruitment, management consultation, teaching. Age 36, married. 1 child. Prefer Midwest or West coast. Box 264.

PERSONNEL ADMINISTRATION-HOSPITAL ADMINISTRATION: Over three years experience as psychologist and personnel officer in general medical hospital. Total five years experience in broad personnel program. M.A. degree in psychology. Age 34. Will relocate. Reply Box 265.

LABOR RELATIONS ASSISTANT: 8½ years diversified experience includes: analysis of wage and salary rates, job classification systems, and other labor data; research and advice to parties on content and administration of labor contracts, settlement of specific disputes and grievances, formulation of personnel and labor relations policies, and interpretation of labor legislation; writing and editing statistical and expository labor relations bulletins and other labor education materials directed both to management and labor. M.A. Sociology, minors psychology and economics, Colorado College, Phi

Beta Kappa. Career woman, age 35, single, excellent health; willing to relocate and travel; available on short notice. Full resume on request. Salary open. Reply Box 268.

INDUSTRIAL RELATIONS: BA, MBA. 2 years labor relations consulting plus some experience as Personnel Manager, Staff Assistant and in training work. Published book and articles on Industrial Relations subjects. Desire position in union relations or wage and salary administration with growing firm. Reply Box 269.

PERSONNEL ADMINISTRATION: A valuable assistant or staff member. 7 years experience in interviewing, testing, counseling, and placement. Stable, progressive employment history. Now doing graduate study in personnel administration. Available in June. Married, one child. Prefer Virginia, North Carolina, or adjacent states. Reply Box 270.

RECREATION DIRECTOR: Available for company-community recreation development. Experience in all phases of employee, community, and youth leisure time activities; with organizational, administrative, and supervisory abilities. M.S.W. degree in Group Work and Recreation. Age 37, married. Resume at your request. Reply Box 271.

INDUSTRIAL RELATIONS, PLANT OR CENTRAL STAFF: 5 years diversified plant and central experience with one medium size national manufacturer. Education-Training, labor relations, safety, employment, benefit plans, etc. Writing ability. Adaptable and mature. B.A., Yale. I.R. Graduate Work. Married. Seek Flexible assignment with medium size concern. Living near New York City. Will relocate near other metropolitan areas. Reply Box 272.

INDUSTRIAL RELATIONS. Staff level experience as Personnel Administrator in Electronics Industry. Prior training and experience in all phases of Federal and State Labor Law administration. Age 33, IR Degree. Prefer West Coast where currently employed. Reply Box 273.

PERSONNEL MANAGER AVAILABLE: Because of a change in our organizational structure, we have available a personnel manager whom we highly recommend. Experience in Labor Relations (including contract writing and contract negotiations), Wage and Salary Administration, Job Evaluation, Merit Rating, and setting up and supervising Personnel Department. Mature judgment, exceptional intelligence, keen perception of human relations, and unusual capacity for work. Contact the COMPTROLLER, CHICAGO CARDBOARD COMPANY, 1240 N. Homan Ave., Chicago 51, Illinois. EVERglade 4-3700.

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EDWARD N. HAY, Editor

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